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SALES & MARKETING MANAGEMENT

FEBRUARY 18, 1985
A BILL PUBLICATION
THIRTY-FIVE DOLLARS

SMD209087-2307I7017 AVV-DEC99
SRI
CONGRESSIONAL INFO SVC
4520 E-W HWY STE 800
BETHESDA MD 20814

1985

SURVEY OF SELLING COSTS

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S&MM
FEBRUARY 18, 1985

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VOL. 134, NO. 3 S&MM **[Sales & Marketing Management** ISSN 0163-7517], a Bill publication, is published monthly except in February, April, July, and October, when it is published twice a month. Second-class postage paid at New York, NY, and additional mailing offices. Postmaster send changes of address to: 633 Third Ave., New York, NY 10164-0563. Executive, editorial, and circulation offices: 633 Third Ave., New York, NY 10164-0563. SUBSCRIPTIONS: $36 a year, U.S.A. and Canada ($50 US). Foreign, $65. Allow 4 to 6 weeks for first issue to arrive. Member of the Audit Bureau of Circulations, American Business Press, Business Publications Audit of Circulation, and Magazine Publishers Assn. © Copyright S&MM [Sales & Marketing Management magazine, a division of Bill Communications, Inc.], 1985. All rights reserved.

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Survey features

The 1985 Survey of Selling Costs

SCI, CPC, SCEI— what all those initials mean

Three of the more often-used features of *Sales & Marketing Management's* annual *Survey of Selling Costs* are many times referred to by their initials, causing some confusion for those unfamiliar with what they stand for and what is involved in calculating each one. Because of this, a definition of each of these terms is listed below.

SCI

Selling Cost Index. This is a figure developed exclusively by S&MM that indicates the overall increase (or decrease) of projected field sales costs over the last decade. Beginning with weekly costs for the year 1972, a metro market average covering the three basic expenditures—meals, lodging, and auto rental—has been calculated from the 86 major metro areas covered in Survey **Section II.** This index allows sales executives to chart the annual rate of increase in their basic costs, with 1972 acting as the current base (1972 = 100) (page 11).

CPC

Cost Per Call. S&MM's annual cost-per-call estimates show the average cost of making a sales call across a range of five different types of salespeople for consumer, industrial, and service companies. Other cost-per-call estimates, most notably those published by McGraw-Hill, Dartnell, and Cahners, are typically higher than those recorded in the *Survey of Selling Costs*. In most cases, the stricter definitions involved in S&MM's methodology, such as limiting data to those titles below the level of regional and district manager, are a contributing factor in what we feel to be a more accurate assessment of these costs (page 33).

SCEI

Sales Call Efficiency Index. The SCEI allows the formulation of individual cost-per-call figures that are weighted according to specific market characteristics. For example, a simple calculation that divides the number of calls per year into total costs without considering questions of local price differences and/or territory layout does not provide a fair representation of individual salespeople's performance. By using this formula, a more equitable appraisal of per-call costs by territory can be made (page 37).

This year's *Survey* contains some major changes up front. The editorial section has been revamped, starting with the Survey Short Takes that appear on page 12. These items have been selected from a number of highly regarded industry sources—names like PHH Travel Expense Management, Runzheimer International, and American Express—and are combined with a selection of items from recent issues of S&MM that contain information on selling expenses, T&E costs, and other issues of interest to those involved with the budgeting and operation of their sales force. We have included features on the rising tide of expenses in the area of sales entertainment and also current cost estimates for such things as telephone sales, air fares, and other peripheral expenditures as reported in PHH's Selling Expense Report (page 31). In addition, our regular statistics covering metro sales costs, compensation, meetings, training, incentives, and transportation are all here—as well as the three items listed above. All in all, a collection of data that provide answers to the many important questions asked by managers and sales executives as they continue to wage the battle against rising costs.

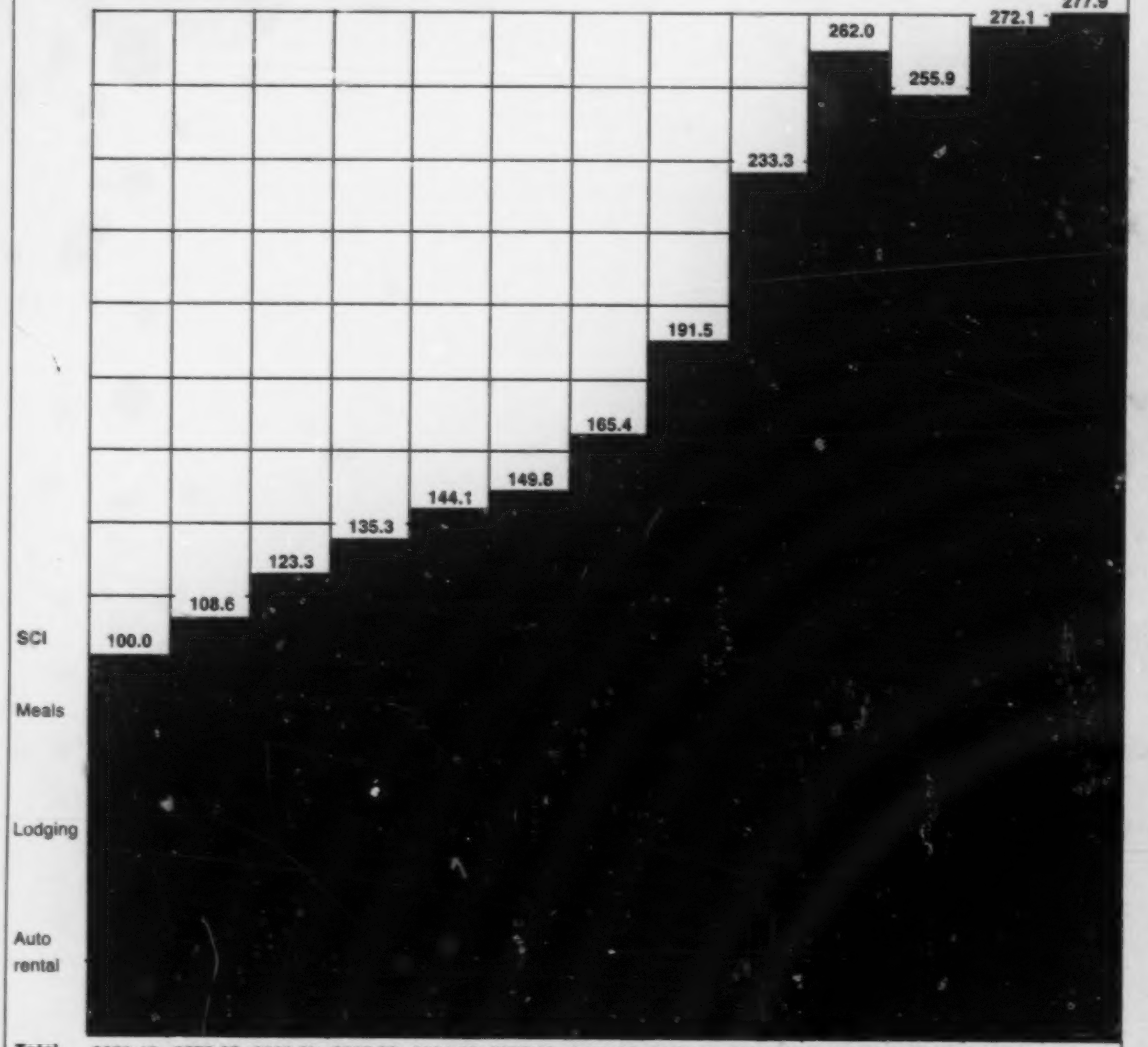
S&MM's Selling Cost Index 1972–84

The **Selling Cost Index (SCI)** is calculated by "costing out" a typical five-day week for a salesperson, based on the figures from the 86 metropolitan markets profiled in Section II (page 42). Sales expenses are computed for the three basic costs: **Meals** (including two drinks per day), single-room **Lodging**, and **Auto Rental**, which includes mileage and gasoline for 250 miles. Taxes are not included, since they vary too widely between markets (see Table II-3, page 53). Also excluded are intercity travel costs, such as air, rail, and bus, since they don't occur as often as the regular SCI components.

An 86-market average is computed for each SCI component, and the three resultant figures are added together, producing the overall U.S. total.

In 1984, a typical week in the field cost the average salesperson $695.90. The base year for the SCI is 1972, when a typical week's costs came to $250.45. The annual SCI figure is derived by dividing the current year's dollar total by the base year's dollar total, producing a 1984 SCI of 277.9.

1 S&MM's U.S. Selling Cost Index (SCI) 1972 = 100



Total	$250.45	$272.05	$380.05	$338.75	$361.00	$375.25	$414.25	$479.50	$584.25	$655.25	$641.00	$681.00	$695.90
	1972	*1973*	*1974*	*1975*	*1976*	*1977*	*1978*	*1979*	*1980*	*1981*	*1982*	*1983*	*1984*

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.* Reproduction strictly prohibited.

Survey short takes

Tipping

When it comes to tipping, every one of us has to ponder the questions: How much? Who? Where? When? What seems to be a minimal business expense could actually be costing you thousands of dollars each year. We don't advocate eliminating tips. But we do advise that you take a look at the philosophy behind your tipping practices. Do you tip based on embarrassment? If you are not satisfied with the service, don't tip. Tipping for poor service will only reinforce a degeneration of service quality. Tips should be earned—not merely expected. When it comes time to update your travel policy, why not address tipping? Here are some guidelines:

- Avoid tips for baggage handling. Travel light and use carryon luggage whenever possible.
- Don't draw on your cash reserve; tip on credit cards whenever you can.
- Has a service charge been added to your bill? No need to tip further, unless you'd like to add a modest tip for extraordinary service.
- How much for food and beverage service? Unless you've requested special service, a maximum of 15% for full meal service and 10% for drinks is sufficient. If you receive a separate check for the services of a wine steward, tip a reasonable amount but not necessarily a percentage.
- Room service usually includes a service charge which goes to the server. If unsure, check when you phone for service.
- Taxi drivers should be tipped 15%—possibly less if there was no help with your bags.
- Remember, do not tip for poor service—anyone, anyplace, anytime!

One interesting note: If you have international travellers, be sure they check the tipping customs for each country. In some places, tipping could be considered an insult and would not be recommended.

—PHH Group Travel Expense Management Systems

Cost control

A series of seminars to help corporations control rising travel costs is being held throughout the country, beginning in 1984 and continuing this year. Conducted by Management Alternatives, a travel expense management group, each of the two-day seminars covers such topics as how to take advantage of the changes brought about by airline deregulation; how to keep up with ever-changing fares; and developing a corporate travel policy and a usable travel manual. Seminars al-

2

1985 SCI forecast: increases big and small

After another year of intense competition in both the auto-rental and hotel industries, Sales & Marketing Managment's projection of the 1985 Selling Costs Index (SCI) shows a slightly more conservative estimate of increases in overall field selling expenses. Last year's estimated rise of 6.2% proved to be far beyond the actual increase of just over 2%, mostly attributed to the continuing chaos in the auto-rental market, where prices are still in flux. Since 1981, when the SCI showed a weekly auto-rental figure of $340.00, this component has had its ups and downs, and actually decreased by 3.2% between 1983 and 1984. Consequently, this year's auto-rental estimate has been cut to a more modest 2.3% increase, an indication that stability in this industry is not yet assured.

Individual components in this year's SCI estimates all show increases, although the variance in these figures is far greater than in last year's projections. The total weekly expenditure estimate of $731.65 translates into a 5.1% rise overall, as opposed to last year's estimated increase of 6.2%. This is still a welcome change from the increases of more than 10% that were the norm in the late 1970s.

S&MM's projection of 1985 Selling Costs Index (SCI)

	Average Weekly Cost 1985	Average Weekly Cost 1984	% Increase (Est.)
Food & drink	$165.75	$158.00	4.9%
Auto rental	270.50	264.40	2.3
Lodging	295.40	273.50	8.0
Total	**$731.65**	**$695.90**	**5.1%**
Selling Costs Index	**292.15**	**277.85**	**5.1%**

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.* Reproduction strictly prohibited.

- Meal costs (food & drink) are expected to show a 4.9% rise this year, according to the National Restaurant Assn. This is due to a moderate increase in food prices, coupled with a 4% increase in labor costs.
- Auto-rental costs, based on data gathered by Runzheimer International, will increase only slightly, after posting a 3.2% decline last year. This was only the second time in recent years that rental costs fell, and with many price wars still raging, this figure may be difficult to pin down.
- Lodging rates are estimated to rise the most of any of the three SCI components with an 8% increase in 1985. According to Laventhol and Horwath, a continued rise in hotel occupancy rates is the major contributing factor in this increase.

Overall, the average weekly cost of keeping a salesperson on the road this year is estimated to be $731.65, a 5.1% increase over last year's figure of $695.90. The more conservative increases of recent years will continue to result in fewer of the heavy cuts in sales force expenditures that were instituted following the runaway increases of the 1970s. Good news for both salespeople and sales managers.

ready scheduled for this year include: Feb. 26–27, Marriott West Loop, Houston; Mar. 12–13, Royal Sonesta, Cambridge, MA; Mar. 26–27, Marriott Downtown, Chicago. Scheduling for the remainder of 1985 can be obtained through Management Alternatives. The cost of the seminar (which may be tax deductable) is $595 for one person from a company, $495 for the second person, and $395 for the third. Write: Management Alternatives, P.O. Box 8119, Stamford, CT 06905.

—S&MM, Oct. 8, 1984

Agent rebates

Air travel rebates from your travel agent can help reduce expenses. Almost 40% of U.S. companies receive such rebates, either as discounts on airline tickets or as a percentage of the agent's income from bookings. The agents themselves receive a 10% commission from the airlines; those who give their client companies rebates give an average of 3.1%. These figures come from a survey of 92 travel managers conducted by Runzheimer International. Rebates are often reimbursement for services handled by the company's own corporate travel department; for example, a company may make its own airline reservations and the travel agent simply provides the ticket. Or, if a company gives an agent a great deal of business, the agent may give the company some form of rebate in order to keep that business. Companies with travel budgets of less than $500,000 seldom receive rebates from travel agents, the study shows.

—S&MM Apr. 2, 1984

Receipts

Requiring receipts only for expenses over $25 invites waste and can encourage your employees to take advantage of the company. If employees know that they will not be required to document all their spending at the end of a trip, they will be far less likely to keep track of every dollar spent. Even if they do not intend to defraud the company, they'll be far more likely to estimate or round off breakfast, lunch, or taxi costs when they fill out their expense reports. Remember, employees rarely round down or underestimate their expenses.

In addition to stipulating when receipts are required, it is necessary to specify what kinds of receipts will be accepted. For example, receipts that are given to travelers with amounts entered, such as restaurant "tear tabs," are of little value to a company seeking greater control. If you issue a travel and entertainment (T&E) card to your employees, require them to use the card for all travel expenses that can be charged. That way, you will have a dual record of each charge—the receipt turned in with the expense report and the listing of the charge on the monthly card statement—as well as uniform receipts from all employees. Use of a T&E credit card also simplifies the process of completing expense reports,

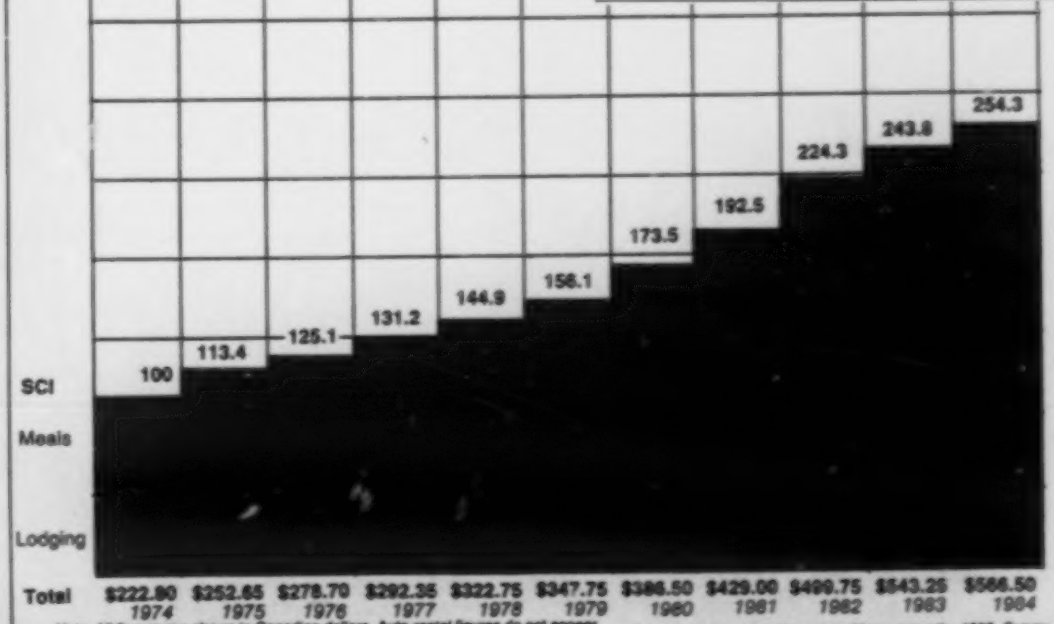
3 CANADA

S&MM's Canadian Selling Costs Index (SCI) 1974 = 100

Increases in Canadian field selling costs*

	1984	1983	% Increase
Food & drink	$197.25	$194.75	1.3%
Lodging	369.25	348.50	6.0
Total	$566.50	$543.25	4.3%

*Canadian dollars



Note: All figures are shown in Canadian dollars. Auto-rental figures do not appear, since figures for 1984 were unavailable. Costs for previous years can be found in *S&MM's 1982 Survey of Selling Costs.*

Source: *Sales and Marketing Management's 1985 Survey of Selling Costs.* Reproduction strictly prohibited.

since receipts show the exact amount charged, the date, and the name of the establishment (information that is also valuable for Internal Revenue Service [IRS] purposes).

—The American Express 1984/1985 Survey of Business Travel.

Fleet costs

Managers of sales car fleets are turning to the computer for a firmer grip on salespeople's travel costs. Nearly one of every five (19%) fleet managers will use the computer to "gain greater control over fleet maintenance programs" this year, according to a survey by Runzheimer International, Rochester, WI.

Some of the ways managers said they will tap the computer, says the survey: To "computerize post-maintenance scheduling; establish maintenance lease with computer reports; originate a documented, computerized post-maintenance program; use of in-house microcomputer within garage for costing and tracking; and entering into a computerized cost-control program using monthly data on mileage and fixed and operating expenses, which will then be combined in statistical audits."

The report sums the matter up by saying, "Computers, as the key to maintenance program improvements, will allow managers to manipulate and analyze fleet cost data in new ways."

—S&MM, Mar. 12, 1984

New tax rules

The salesperson's traditional bias against paperwork will be strained even more, thanks to the tax bill passed by Congress in July. In addition, the new laws, aimed at pumping $50 billion into the treasury each year, include stricter business-use requirements that will govern whether investment tax credits and depreciation can be taken on property used for entertainment and recreation.

Mainstay of the new law is a 50% test that governs deductions for personal property used at least half the time for business. For employees who use their own cars, for example, the law means keeping more scrupulous records than ever, so that actual usage can be verified and a new formula for write-offs can be applied. Drivers must now maintain log books detailing their trip mileage and business purposes—not summaries written on the night of Apr. 14.

The same 50% test applies for write-offs of other personal property—except personal computers, which are covered separately. The act penalizes purchases of luxury cars for business, although not as severely as had been proposed. Cars costing more than $16,000 will take longer to write off, while the first-year investment credit will be limited to $1,000, not 6% as for other autos.

The new law also resolves a longstanding tug-of-war between Congress and the IRS over employee fringe benefits such as discounts, no-additional-cost service, and working condition fringes. In short, the new rules will continue existing practices regarding traditional tax-exempt benefits (such as air-fare discounts for airline employees), but will tax any benefit not specifically excluded. Six categories of benefits are stipulated which are deductible if employed on a nondiscriminatory basis. Example: Discounts on purchases of employee-made products or services will be excluded from income if the discount does not exceed the employer's gross profit percentage, based on the price offered to customers. Discounts for services may not exceed 20% of the price to customers.

—S&MM, Aug. 13, 1984

Rental tips

If your company's total auto-rental bill is substantial, you may be able to realize significant savings in the following two areas:

- Gasoline—Encourage your frequent travellers to return rental cars with full gasoline tanks. The price most rental companies charge for refueling is commonly much higher than what your employees would pay for gas locally.
- Insurance—Make sure your travel policy specifies whether employees should accept or decline car-rental insurance. It may be worthwhile to check with your company's insurance specialist to determine if this extra expense is necessary on every car rental.

—The American Express 1984/1985 Survey of Business Travel

Travel expenses

Getting there is nearly half the cost. The single highest travel expense is air fare, according to Runzheimer's *1984–85 Survey and Analysis of Business Travel Policies & Costs.* The next highest expense, says the survey, is lodging.

For every travel dollar spent, 44.2¢ pays for air travel, while 24.5¢ is spent on lodging. Meals and car rentals account for another 14.4¢ and 9.5¢ of the travel dollar, respectively. Miscellaneous items, such as entertainment and taxis, account for just 7.4¢. According to the survey, companies have recently changed their travel policies to better control these costs. In the past two years, 62% of companies surveyed have worked to reduce high costs by requiring their travellers to fly on the lowest available fares. Just over half of the companies have moved to limit their first-class air travel.

Other policy changes include negotiating car-rental and hotel rates, enforcement of a closer adherence to company travel guidelines, the requirement to use vendors with whom special rates have been negotiated, and limiting entertainment expenses. Negotiating car-rental and hotel rates helps to slash travel costs. By negotiating, companies have saved 7% of their annual hotel tab, for a median reported savings of $8,664 and saved 12.6% of their car-rental bill for a median savings of $6,018. Savvy negotiators will realize sharper discounts with car-rental companies because nationwide competition is greater than among hotels.

Runzheimer Survey and Analysis of Business Travel Policies & Costs, Runzheimer International

Return on Entertainment: A new bottom-line approach

By JERRY McNAMEE
President
J.D. McNamee and Associates

Having served at various points in his career as a sales counselor, consultant, company representative, and salesman himself, Jerry McNamee has a thorough knowledge of the problems, skill requirements, and challenges confronting people handling customer contact today. A recipient of a Ph.D. in Counseling and Testing from Ohio State Univ., McNamee is author of *Transitions*, a soon-to-be-published book analyzing the classic evolutionary stages in the personal lives and career paths of businesspeople.

For many years, salespersons' entertainment expense accounts were treated as a sacred cow in business. Companies, large and small, traditionally ignored this major expenditure as merely a "cost of doing business." Rarely did they try to analyze or account for it.

Yet, sales entertainment expenses have exerted a strong influence on the overall bottom line. For example, let's take a mid-sized company with revenues in the $37 million range. Say this company has a sales staff of 35. Industry statistics indicate that the average cost of entertainment for each salesman per year is somewhere between $6,000 and $10,000. This only covers such items as lunches and dinners, tickets to shows and athletic events, and the like. If a company maintains other facilities, such as deer leases and hunting lodges and aircraft, the cost of entertaining clients and customers can go much higher.

So, a $37 million company with 35 salespeople could well expect to spend a minimum of anywhere from $210,000 to $350,000 per year on basic entertainment expenses.

If an item of this magnitude showed up in any other area of a company's business operations, it would get a long hard look from the corporate finance and accounting departments. But a lot of companies, in the past, routinely approved and rubber-stamped the sales entertainment expense report.

All of this is now changing, however, as more companies realize that this thing called Return on Entertainment (ROE) *can* be measured and controlled. Used properly, ROE can be an important factor in a company's profit improvement strategy. These days, businesses can no longer afford the luxury of ignoring ROE. In a period when the sales effort is tougher than ever, companies—and their customers—can no longer waste time and money on entertainment that doesn't produce desired sales results.

By conducting a sales audit and examining ROE, a company can determine which individual salespeople are getting the most effective (or ineffective) use out of the entertainment dollar.

ROE is no mystery. There is a fixed formula for determining how it functions within a company. First of all, keep in mind that there are only four basic kinds of sales entertainment encounters:

1. Reward. The salesperson has received an order and wants to

4 The five types of salespeople

These are the five categories of salespeople studied in S&MM's annual Survey:

Account representative—A salesperson who calls on a large number of already established customers in, for example, the food, textiles, apparel, or wholesaling industries. Much of this selling is low key and there is minimal pressure to develop new business.

Detail salesperson—A salesperson who, instead of directly soliciting an order, concentrates on performing promotional activities and introducing products. The medical detail salesperson, for example, seeks to persuade doctors, the indirect customers, to specify the pharmaceutical company's trade name product for prescriptions. The company's actual sales are ultimately made through a wholesaler or direct to pharmacists who fill prescriptions.

Sales engineer—A salesperson who sells products for which technical know-how and the ability to discuss technical aspects of the product are extremely important. The salesperson's expertise in identifying, analyzing, and solving customer problems is another critical factor. This type of selling is common in the chemical, machinery, and heavy-equipment industries.

Industrial products salesperson, nontechnical—This salesperson sells a tangible product to industrial or commercial purchasers; no high degree of technical knowledge is required. Industries such as packaging materials or standard office equipment use this type.

Service salesperson—A salesperson who sells intangibles, such as insurance and advertising. Unlike the four preceding types, those who sell services must be able to sell the benefits of intangibles.

SURVEY HIGHLIGHT

Corporate cards and the industries that use them

Industry Group	Use Air Travel Cards	Use Auto-Rental Cards	Use Telephone Credit Cards	Use Gas/Oil Co. Credit Cards
Chemical & petroleum	49.5%	58.6%	71.7%	26.3%
Mining & forestry	21.3	46.8	61.7	55.3
Construction	31.1	63.9	71.3	59.8
Heavy mfg. & govt. prod.	42.1	60.5	76.3	36.8
Mfg. (end products)	35.2	58.4	65.5	31.1
Retail & wholesale	24.8	43.8	52.6	37.2
Business-related serv.	30.7	53.1	57.9	31.0
Entertainment serv.	21.8	31.7	49.5	28.7
Transportation & utilities	37.0	57.1	64.9	38.3
Heavy mfg. (other)	45.5	64.8	73.1	24.1

Source: *American Express 1984/85 Survey of Business Travel.* ©1984.

say "thanks" to the customer, or, it could also be an occasion where the salesperson wants to acknowledge an old and valued customer in a nonoffice atmosphere.

2. Prospecting. The salesperson has learned about a new company and wants to find out how to penetrate this potential business in the right way. Through preliminary screening, he discovers the prospect's likes and dislikes, and designs an entertainment agenda that's compatible with the prospect's style. Some customers do not want to be lavishly entertained. In fact, they may even resent it. Using entertainment as a prospecting tool, the salesperson can determine who wants what and stand a better chance of making the sale. This also includes protocol and etiquette—a situational approach.

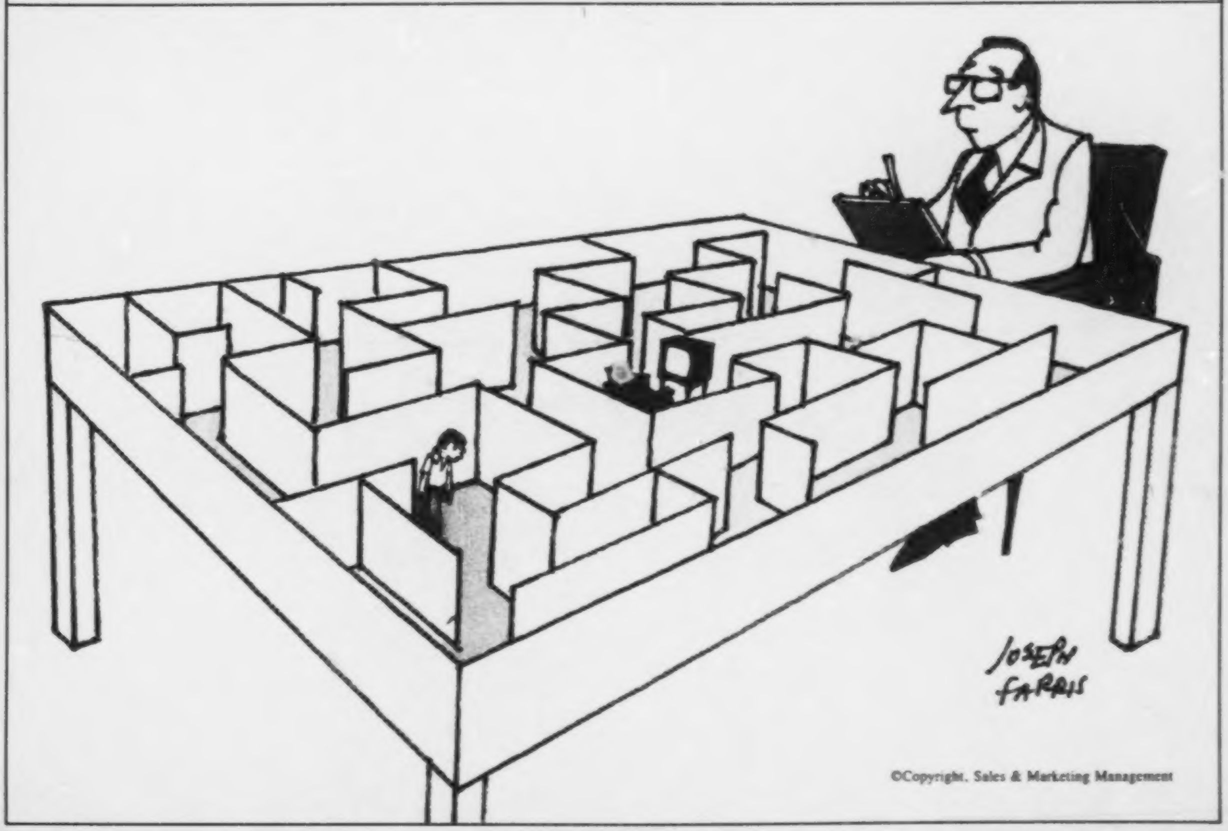
3. Information exchange. In this "state of the art" session, the salesperson gets an update and some insight into what's happening with whom. It's a chance to find out whether the account is unhappy with any aspect of sales and service, to glean information about competitors, and to learn about potential leads to be pursued.

4. Gaining a commitment. This includes a good deal more than just "closing the sale," or getting a name on the dotted line of a particular contract. In a broader context, it involves moving the entire sales cycle forward.

Of course, there may be times when these four functions overlap. A reward lunch could even lead to an unexpected commitment for added business. But each entertainment opportunity should be undertaken with a specific, measurable goal in mind.

Entertainment skills are important for success in selling. Women face different challenges in developing entertainment strategies. They are situational for most salespeople, in that each account can be different just as people are different. Women in sales have recognized differences when entertaining male decision-makers and influencers.

Women have the entertainment



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edge because they tend to be better planners and are more intuitive. However, there are factors, such as accepted social roles, which must be planned for when entertaining.

McNamee & Associates has examined these differences and has created an ROE application targeted toward women in sales. The outcome is a frame of reference that establishes a comfort zone and procedures for a situational approach to protocol and etiquette for women. The effect of this approach is to allow for the management of accounts toward sales objectives.

Once the type and frequency of the entertainment encounters have been identified, a number of fixed variables can be used to evaluate individual sales performances and compute ROE. These variables include such things as year-to-date sales in dollars, full-year sales forecasts, proportion of the year completed, and length of the sales cycle.

A second index computes the amount of entertainment dollars spent on a client to date, the amount of entertainment dollars budgeted to close a sale, and the proportion of planned calls made to date.

The interaction of all of these variables provides a data base to compute a formula for ROE. Once a strategy has been established for each individual salesperson, it's merely a matter of monitoring the system and keeping information current. Thus the ROE of each salesperson, or the entire staff, can be accurately measured at any given time. If an individual or staff is over budget, the ROE index can be used to bring costs back in line.

With an appropriate coding system, the focus of ROE can shift from the individual salesperson to the customer himself. ROE can be analyzed by type and size of customer to establish and monitor profitable entertainment levels in line with accepted industry practices and company goals.

ROE software

The gathering, processing, and analysis of ROE data is best handled via computer systems. The historical data thus accumulated provides a more accurate basis for both future forecasts and new methods of analyzing current performance. The ROE approach can be incorporated into existing sales performance monitoring systems, or it can be used as a freestanding system.

McNamee's John V. Winchester is currently developing a personal computer-based ROE software package. This will be available later in 1985 and will interface with commonly used spreadsheet forecasting systems.

Using the 80-20 rule, the ROE system, as is, can be applied to most standard business environments. However, the system can be customized to fit specific corporate needs, such as extended sales cycles or industry-specific situations. Consulting services are available to tailor the ROE system to suit individual company requirements.

In sum, ROE is the tip of the iceberg in terms of account management information which salespeople must juggle to be successful. It also opens the door for management to create a data base for effective account coaching and realistic forecasting of potential revenue.

Once the ROE system has been implemented, a company will be able to:

- Develop realistic sales goals directed by daily time management techniques.
- Analyze past expenditures for ROE and track them against current expenses.
- Target funds to company areas with the greatest profit potential.
- Find the most effective uses for available entertainment time.
- Develop salespeople's protocol and etiquette for relating better to clients and customers.
- Use entertainment to achieve specific, identifiable business objectives.
- Most of all, improve profitability—which is what business is really all about.

SURVEY HIGHLIGHTS

S&MM's regional and national selling cost averages and per diem indexes: 1984

Region	Lodging	Meals	Per Diem Total	Per Diem Index	Cost of Two Drinks
Northeast	$57.90	B $ 4.65 L $ 7.20 D $16.10	$85.85	105	$4.80
Midwest	$49.15	B $ 4.55 L $ 6.50 D $14.20	$74.40	91	$4.20
South	$55.10	B $ 4.70 L $ 6.85 D $15.45	$82.10	101	$5.05
West	$56.20	B $ 5.10 L $ 7.15 D $14.95	$83.40	102	$4.65
U.S.	**$54.70**	**B $ 4.75 L $ 6.95 D $15.20**	**$81.60**	**100**	**$4.70**

Note: B—breakfast, L—lunch, D—dinner. Per diem index is the ratio between a region's per diem total and the U.S. per diem total.

How regional per diem costs are changing

Region	1984 Cost	% Increase 1983–84	% Increase 1982–83
Northeast			
Meals	$27.95	5.3%	8.1%
Lodging	57.90	7.7	7.2
Total	85.85	6.9	7.5
Midwest			
Meals	25.25	1.2	6.6
Lodging	49.15	6.6	4.6
Total	74.40	4.7	5.3
South			
Meals	27.00	2.5	4.4
Lodging	55.10	7.4	6.5
Total	82.10	5.7	5.8
West			
Meals	27.20	1.9	3.1
Lodging	56.20	8.2	4.7
Total:	83.40	6.0	4.2
U.S.			
Meals	**$26.90**	**2.7%**	**5.9%**
Lodging	**$54.70**	**7.5%**	**5.9%**
Total:	**$81.60**	**5.8%**	**5.9%**

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.* Reproduction strictly prohibited.

The Selling Expense Report: A new look at an old feature

SELLING EXPENSE REPORT HIGHLIGHT

Monthly business travel expenditures 1980–84

Expense	1980	1981	1982	1983	1984*
Meals	$101.50	$114.23	$101.48	$ 94.66	$ 87.02
Lodging	113.01	133.16	122.04	126.51	137.47
Air travel	91.05	105.09	131.64	154.68	168.17
Auto rental	9.24	10.54	28.54	30.10	26.00
Entertainment	56.51	66.53	68.30	63.79	61.33
Telephone & telegraph	80.40	87.30	71.22	66.94	78.58
Postage & supplies	15.93	17.60	33.40	27.14	30.37
Miscellaneous	36.36	38.63	39.22	43.13	45.42
Total monthly expenses	**$504.00**	**$573.08**	**$595.84**	**$606.95**	**$634.36**

*All figures are average monthly expenditures based on 12 months, with the exception of 1984, which is based on the 11 months through November.

Source: PHH Group, Travel Expense Management Systems Div.

One of the annual features of *S&MM's Survey of Selling Costs* in years past was the Selling Expense Index (SEI). Based on client reports from PHH Group's Travel Expense Management Systems Div., the SEI measured *actual* expenditures by sales forces as reported to PHH over the course of the year. For purposes of comparison, many of the additional data gathered by PHH were eliminated from this index—a factor that we've now rectified.

This year, a combined report incorporates average monthly expenditure figures for the last five years with PHH's budget analysis and 1985 spending forecast. Anthony V. Ferrara, National Service Manager for the Travel Expense Management Systems Div., provides S&MM with an analysis of the individual factors that make up sales expenditures. His report on the current state of the art—and what to expect for the rest of 1985—follows.

1985 selling expense report

Both salespeople and sales managers often wonder why the inflation rate for business travel expenses is so much higher than that measured by the Consumer Price Index. To explain what is involved and what we can do about it, let's look at the pricing structures of the business travel services we purchase.

Air transportation. Spurred by deregulation, major carrier service to small cities has been greatly curtailed, leaving the routes to one or two regional carriers. Since these regionals are, so to speak, the only game in town, prices have climbed, and there's little the business traveller can do if he or she must fly into or out of such locations. So what about the deeply discounted fares that the airlines regularly advertise? Usually, the advance purchase, limited arrival and departure days, required length of stay, and/or limited seating restrictions are neatly arranged to exclude most business flyers.

Lodging. The cost of a night's lodging has more than tripled in the last 10 years. Generally, in nonresort facilities, rates are highest from Sunday through Thursday, the evenings when most businesspeople will use the service. Also, many hotels are near capacity during these days of the week. Week-long and weekend discounts are often available, but the business traveller's

SURVEY HIGHLIGHT

How direct sales costs are changing

Type Of Salesperson[1]	Median Direct Sales Costs 1984	% Change 1984–83	Compound Annual % Increase 1974–84
Account representative			
Total	$45,800	+ 9.2%	+ 8.9%
Compensation	33,900	+10.8	+ 7.8
Auto and T&E[2]	11,900	+ 5.0	+13.0
Detail salesperson			
Total	**49,700**	**+14.2**	**+11.3**
Compensation	33,050	+12.0	+ 9.0
Auto and T&E	16,650	+18.7	+18.7
Sales engineer			
Total	**66,650**	**+12.2**	**+ 9.3**
Compensation	45,650	+11.3	+ 8.3
Auto and T&E	21,000	+14.0	+11.6
Industrial products salesperson			
Total	**63,750**	**+ 8.7**	**+11.0**
Compensation	36,000	+ 0.3	+ 7.5
Auto and T&E	27,750	+22.0	+18.7
Service salesperson			
Total	**64,300**	**+14.8**	**+11.6**
Compensation	42,450	+23.9	+ 9.0
Auto and T&E	22,850	+ 1.4	+19.0

[1] See page 25 for definition of salesperson type.

[2] T&E: Travel and entertainment, including meals and lodging.

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.*

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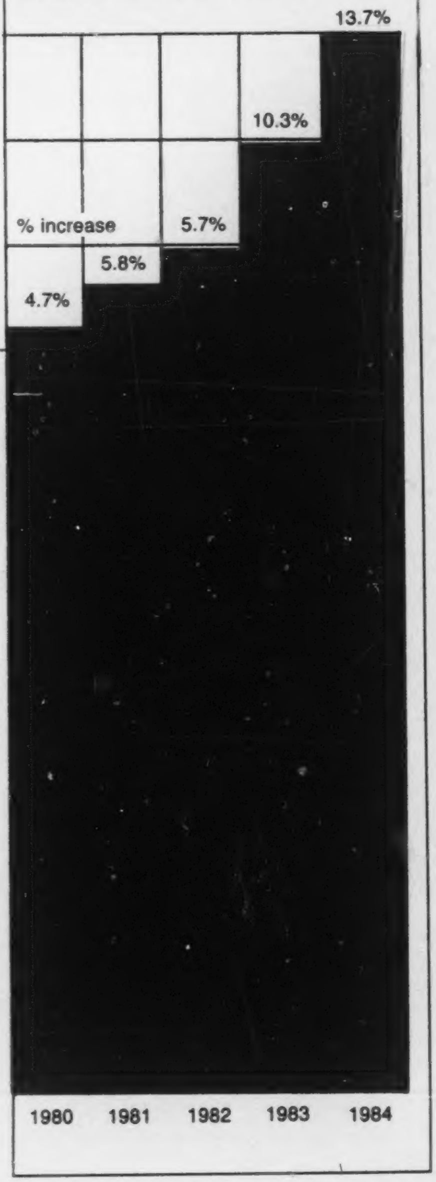
schedule is such that he or she often can't take advantage of them.

Auto rental. The pricing strategy of most rental companies is very much like that of the hotel/motel industry. Rates are highest during the business week, while discounts are offered for long-term and weekend use.

Telephone. Again, when are long-distance rates usually the highest? Naturally, from 8 a.m. to 5 p.m.—the time when most business calls are made!

SURVEY HIGHLIGHT

S&MM's 1985 cost per call: Breaks the $100 mark



Your travelling employees are fighting stiff odds to keep their travel and entertainment (T&E) expenses in line. They're butting heads with the laws of supply and demand. Are you forced, then, to bite the bullet and simply absorb the inflationary increases as they come? Consider these questions:

- Is this trip necessary?
- Have I planned ahead?
- Can I combine this call with others in the area? Can I link this trip with another?
- Have I explored a less costly alternative to the business travel expense I'm about to incur?
- Have I made use of all discounted services available to me?
- Have I spent my company's funds *prudently* and *profitably?*

Your answers to these questions will play a major role in your company's success in controlling business travel expenses in 1985.

1985 budget forecast

This 1985 forecast of business travel expenses is predominantly based on unit price changes. Thus each dine-alone meal will cost 5%–6% more in 1985 on a per-person basis; each airline ticket will run 10%–12% higher; and so on.

However, be sure to consider these key points when developing budgets by expense categories: (1) What travel policy changes, if any, will impact employee spending rates in the new year? (2) Have any major business decisions been made (i.e., a new product launch, closer watch on new field office locations) that would suggest heavier travel? (3) Will staffing significantly increase or decrease among employee groups with travel-related duties?

With these factors in mind, let's next examine the individual components of salespeople's expenditures to see what's in store for the rest of this year.

Meals. Cost per meal should follow general inflationary patterns and result in a 5%–6% increase in 1985 prices. The number of dine-alone meals should remain nearly level, assuming no changes to reimbursement rules in your corporate policy. Total outlay for meals (and other expenses) should also be fac-

(continued)

SURVEY HIGHLIGHT

Cost per call by type of salesperson

Type Of Salesperson	Median 1984 Cost Per Call	% Change		1974–84 Annual Rate
		1984–83	1983–82	
Account representative	$ 86.15	+12.8%	– 8.4%	+ 8.5%
Detail salesperson	47.50	+13.9	+ 0.8	+10.9
Sales engineer	118.95	+12.7	+10.9	+ 9.2
Industrial products salesperson	87.65	+10.5	+ 1.9	+11.7
Service salesperson	65.75	+17.4	+ 2.2	+11.7

Note: Median 1984 cost per call is calculated from the data in the four cost-per-call tables on page 36. It is developed in this manner, with Account Representative data serving as an example: (1) Lowest direct sales costs ($39,200) divided by highest number of calls (1,140) equals $34.38. (2) Highest direct sales costs ($52,400) divided by the lowest number of calls (380) equals $137.89. (3) To arrive at the midpoint of the two cost-per-call averages, add them up ($172.27) and divide by 2, which results in a median $86.15. All figures are rounded to the nearest nickel.

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.*

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tored against known increases or declines in staff, as well as business decisions to step up or curtail travel.

Lodging. Look for a 10%–12% rise in the cost of a night's lodging. To lessen the impact of this expected climb in rates, encourage your employees to use moderately priced or economy lodgings when possible. The number of overnight trips per month should hold at around the 1984 level, again influenced by anticipated changes in travel frequency and staffing.

Air fares. On average, fare increases should be in the 10%–12% range, with regional carriers' fares running somewhat higher, especially where competition is light. On routes where several carriers are contesting for the market, substantial discounts should be available, even to the business traveller. Again, we encourage the use of a travel agency that specializes in business travel. The good ones are equipped to give your employees the lowest fare options available on any flight.

Auto rental. Daily rates for 1985 should run approximately 5% higher, possibly less in some areas. Look for rate increases early in the year, followed by a stabilizing trend throughout the balance of 1985.

Telephone costs. Recent Federal Communications Commission rulings on access charges will play a major role in determining the fate of

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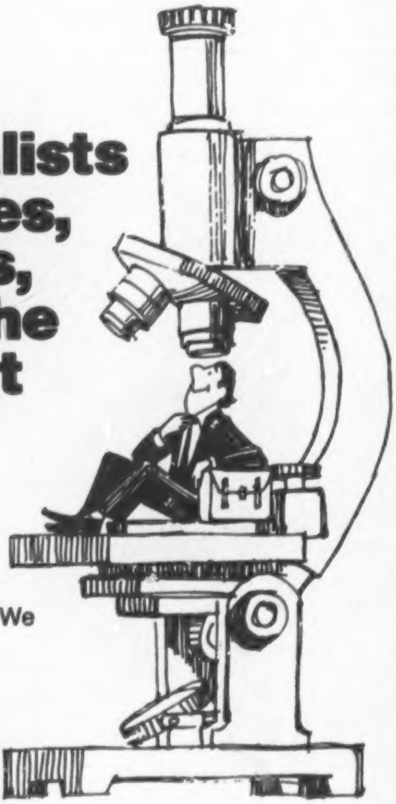

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SURVEY HIGHLIGHT

High-cost markets and low-cost markets

Highest sales costs

Rank	Metro Area	1984 Per Diem Index U.S. = 100
1.	New York	165
2.	San Francisco	158
3.	Washington, DC	146
4.	Chicago	144
5.	Los Angeles	133
6.	Boston	129
7.	Atlanta	126
8.	New Orleans	125
9.	Newark	123
10.	Miami	120

Lowest sales costs

Rank	Metro Area	1984 Per Diem Index U.S. = 100
86.	Dayton	74
85.	Canton	75
84.	Des Moines	78
83.	Sacramento	79
82.	Springfield, IL	80
81.	Memphis	81
80.	Wichita	81
79.	Indianapolis	82
78.	Albuquerque	83
77.	Louisville	83
76.	New Bedford	83
75.	Omaha	83

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.*

long-distance rates. If a $6-per-month-per-line charge is implemented, look for rates to drop by 6%–8%. Of course, your company will have to absorb these access increases; but for most companies, the dollar impact will probably be felt somewhere other than the T&E budget. Otherwise, look for fairly stable rates.

Postage. First-class postage rates will climb 10%, to 22¢, effective this month.

Entertainment. Entertainment, because of its discretionary nature, is one element of T&E spending that can easily be controlled—or abused—depending on the posture taken in your corporate travel policy. One thing is certain; unless the ground rules are clear, the tendency will be toward higher expense levels. Employees should be reminded that entertainment must be related to the achievement of a business objective, and that spending should be in line with the importance of that objective to the company. In fact, restraint *is* in evidence. Latest statistics indicate that entertainment expenses were down slightly in 1984, and this year's figures should be about the same.

So there you have it, 1985's expectations and the reasons behind the increases. All in all, the predicted rise in expenditures shows no real surprises—and that in itself is good news for everyone.

SURVEY HIGHLIGHTS

Where sales costs are rising the fastest

	Per Diem % Increase	
Metro Area	1983–84	1982–83
New Brunswick	17.0%	18.8%
Riverside	13.3	– 0.1
Toledo	12.9	6.7
San Jose	11.9	1.8
Akron	11.2	4.6
Las Vegas	11.2	9.4
Greensboro	10.9	5.5
Fort Worth	10.8	N.A.
Tucson	10.8	2.1
Boston	10.5	7.7
U.S.	5.8%	5.9%

N.A.—Not Available.

Note: Although U.S. per diem costs (meals & lodging) rose 5.8% last year as opposed to 5.9% in 1983, selected metro areas showed increases significantly higher than the average.

Source: *Sales & Marketing Management's 1985 Survey of Selling Costs.*

Average travel & entertainment spending by industry

Industry Group	Per Company Average ($000)	Per Employee Average
Chemicals & petroleum	$2,124	$2,000
Mining & forestry	571	900
Construction	267	500
Heavy mfg.	2,148	600
Mfg. (end products)	1,022	1,200
Retail & wholesale	803	600
Business-related serv.	1,440	800
Entertainment serv.	1,067	900
Transportation & utilities	1,180	700
Heavy mfg. (other)	1,878	1,600

Source: *American Express 1984/85 Survey of Business Travel.* ©1984.

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TABLE I-1 **Typical salespeople's call patterns**

Type Of Salesperson		Average Calls Per Day Territory A	Average Calls Per Day Territory B	Estimated Days In Field Per Year	Average Calls Per Year Territory A	Average Calls Per Year Territory B
Account representative	R*	4–6	2–3	190[1]	760–1,140	380–570
	M**	5	2.5		950	475
Detail salesperson	R	6–10	4–6	190[1]	1,140–1,900	760–1,140
	M	8	5		1,520	950
Sales engineer	R	4–7	3–4	141[2]	564–987	423–564
	M	5.5	3.5		775.5	493.5
Industrial products salesperson	R	6–8	3–5	190[1]	1,140–1,520	570–950
	M	7	4		1,330	760
Service salesperson	R	8–10	4–6	190[1]	1,520–1,900	760–1,140
	M	9	5		1,710	950

*R: Range of Calls.

**M: Mean number of calls.

[1] Based on 5 days, 52 weeks per year, less 1 day per week office/nonfield work, less 6 holidays, and less 15 days for vacation and sickness.

[2] Based on 239 workdays less 2 days per week in office (40 weeks).

Territory definitions: A—Usually a metro area where customers are concentrated, the salesperson can make several calls at one location, or the sales manager's philosophy emphasizes maximum calls per day. B—Customers are dispersed and longer sales calls are required to sell a product or service.

Source: Sales & Marketing Management survey.

TABLE I-2 **Direct sales costs of salesperson's call**

Type Of Salesperson	Range Of Yearly Direct Sales Costs: Compensation Range	Compensation Average	Average[1] Expenses	Total 1984	Total 1983
Account representative	$21,900–$45,900	$33,900	$ 5,300–$18,500	**$39,200–$52,400**	$38,802–$45,066
Detail salesperson	22,500–43,600	33,050	12,300–21,000	**45,350–54,050**	39,500–47,547
Sales engineer	25,300–66,000	45,650	11,500–30,500	**57,150–76,150**	51,833–67,025
Industrial products salesperson	22,700–49,300	36,000	8,100–47,400	**44,100–83,400**	43,029–74,260
Service salesperson	24,600–58,300	41,450	6,300–39,400	**47,750–80,850**	44,787–67,200

[1] Includes average travel, entertainment, food, lodging, and auto expenses.

Note: Base salary and commission or bonus ranges obtained from Executive Compensation Service, Inc., a subsidiary of the Wyatt Co., *Sales Personnel Report*, 1984 edition.

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co., an international acturial compensation, and employee-benefit consulting company.

TABLE I-3 **Direct sales costs per salesperson's call**

Type Of Salesperson		1984 Direct Sales Costs	Average Calls Per Year Territory A	Average Calls Per Year Territory B	Median Cost Per Salesperson's Call Territory A	Median Cost Per Salesperson's Call Territory B
Account representative	R*	$39,200–$52,400	760–1,140	380–570	$34.40–$68.95	$68.75–$137.90
	M**	45,800	950	475	51.70	103.35
Detail salesperson	R	45,350–54,050	1,140–1,900	760–1,140	23.85–47.40	39.80–71.10
	M	49,700	1,520	950	35.65	55.45
Sales engineer	R	57,150–76,150	564–987	423–564	57.90–135.00	101.30–180.00
	M	66,650	775.5	493.5	96.45	140.65
Industrial products salesperson	R	44,100–83,400	1,140–1,520	570–950	29.00–73.15	46.40–146.30
	M	63,750	1,330	760	51.10	96.35
Service salesperson	R	47,750–80,850	1,520–1,900	760–1,140	25.15–53.20	41.90–106.40
	M	64,300	1,710	950	39.20	74.15

*R: Range—middle 50% arrayal of respondents.

**M: Mean—Midpoint between each set of ranges.

Note: $$\text{Median Cost Per Salesperson's Call} = \frac{\text{Direct Sales Cost}}{\text{Average Calls Per Year}}$$

TABLE I-4 **Cost per call by effective call days per week**

Type Of Salesperson		5 Days Per Week Territory A	5 Days Per Week Territory B	4 Days Per Week Territory A	4 Days Per Week Territory B	3 Days Per Week Territory A	3 Days Per Week Territory B
Account representative	R*	$27.35–$54.80	$54.65–$109.65	$34.40–$68.95	$68.75–$137.90	$46.35–$92.95	$92.70–$185.90
	M**	41.10	82.15	51.70	103.35	69.70	139.30
Detail salesperson	R	18.95–37.70	31.65–56.50	23.85–47.40	39.80–71.10	32.15–63.90	43.35–86.15
	M	28.35	44.10	35.65	55.45	48.05	64.75
Sales engineer	R	N.T.E.		57.90–135.00	101.30–180.00	78.05–182.00	105.20–245.35
	M	N.T.E.		96.45	140.65	130.00	175.25
Industrial products salesperson	R	23.05–58.15	36.90–116.30	29.00–73.15	46.40–146.30	39.10–98.60	52.70–132.90
	M	40.60	76.60	51.10	96.35	68.85	92.80
Service salesperson	R	20.00–42.30	33.30–85.60	25.15–53.20	41.90–106.40	33.90–71.70	45.70–96.65
	M	31.15	58.95	39.20	74.15	5[illegible]85	71.25

*R: Range

**M: Mean

N.T.E.: Not Typical Experience.

Note: 5-day workweek based on 239 workdays, 4-day workweek based on 190 workdays, 3-day workweek based on 141 workdays. Each assumes an annual 15 days of vacation and sick time, and 6 holidays.

Source: Sales & Marketing Management survey.

5

How to create your own Sales Call Efficiency Index

S&MM's cost-per-call data can help you evaluate the effectiveness of your own management of this critical cost ratio. Because the data are detailed for types of salespeople and selling situations, they are most helpful if you develop your own **Sales Call Efficiency Index** that you can then use to monitor the efficiency of your field sales force.

1. Call patterns. Information on your salespeople's call patterns (Table I-5) can be gained either by totalling the number of calls listed on call reports or by multiplying the average number of calls per day by the number of days salespeople spend in the field.

2. Direct sales costs. Unless you keep your own records, company financial records will provide much of the information on direct sales costs (Table I-6). They can be supplemented by the sales force's expense accounts, as well as the Metro Sales Costs (page 41) and Transportation (page 115) data.

3. Cost per call. Using the summary data from the first two tables, you calculate cost per call (Table I-7) by dividing the salespeople's number of calls into their total direct sales costs. If you want to make the sales force more aware of this critical ratio, you can redesign the format of your call reports so that individuals can compute their own cost per call each time they submit a report.

4. Territory concentration factor. No two territories are exactly alike because of differences in geography, number and type of accounts, and industry concentration or dispersal. You can compensate for this diversity by assigning "weights" to the salespeople or territories being compared. Here, you first develop an average number of calls per day for your entire sales

TABLE I-5 **How to compute your salesperson's call patterns**

Salesperson	Actual Calls Reported	Estimated Calls Per Year			Actual Or Estimated Calls Per Year
		Average Calls Per Day	Total Days In Field	Estimated Total Calls	

TABLE I-6 **How to compute your salesperson's direct sales costs**

Salesperson	Yearly Direct Sales Cost					Total Direct Sales Cost
	Base Salary	Bonus Or Comm.	Auto Expense	Expense Account Reported	Other	

TABLE I-7 **How to compute your salesperson's per-call costs**

Salesperson	Direct Sales Cost	Total Calls Per Year	Cost Per Salesperson's Call[1]

[1] Cost Per Salesperson's Call = $\frac{\text{Direct Sales Cost}}{\text{Total Calls Per Year}}$

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force; that figure represents the norm. Then, using the Territory Concentration Factor (Table I-8), which shows the statistical relationship between a set of common numbers, you "equalize" the differences in the number of sales calls. That is, it compensates for the differences where one territory averages eight calls per day, another, only four.

Next, you adjust for the differences in selling and living costs between the markets. A step-by-step procedure, comparing the Washington, D C , and Omaha markets, is provided in the following example.

TABLE I-8

Territory concentration factor

Standard Average Calls Per Day	Average Calls Per Day For Territory									
	10	9	8	7	6	5	4	3	2	1
10	1.00	1.11	1.25	1.42	1.66	2.00	2.50	3.33	5.00	10.00
9	.90	1.00	1.12	1.28	1.50	1.80	2.25	3.00	4.50	9.00
8	.80	.88	1.00	1.14	1.33	1.60	2.00	2.66	4.00	8.00
7	.70	.77	.87	1.00	1.16	1.40	1.75	2.33	3.50	7.00
6	.60	.66	.75	.85	1.00	1.20	1.50	2.00	3.00	6.00
5	.50	.55	.62	.71	.83	1.00	1.25	1.66	2.50	5.00
4	.40	.44	.50	.57	.66	.80	1.00	1.33	2.00	4.00
3	.30	.33	.37	.42	.50	.60	.75	1.00	1.50	3.00
2	.20	.22	.25	.28	.33	.40	.50	.66	1.00	2.00
1	.10	.11	.12	.14	.16	.20	.25	.33	.50	1.00

TABLE I-9

Step-by-step sequence for building a Sales Call Efficiency Index

Market	Direct Sales Cost	Number Of Sales Calls	Unweighted Cost Per Sales Calls	Territory Concentration Factor (TCF)	Weighted Per Diem Index*	Efficiency Index	Sales Call Efficiency Index
Washington, DC	$60,250	1,330	$45	0.83	146	$37	$48
Omaha	$44,300	475	$93	2.50	83	$45	$39

*As indicated in Section II: Metro Area Sales Costs.

$$\textbf{Sales Call Efficiency Index} = \frac{\text{Direct Sales Costs}\ \dfrac{(100)}{(\text{Per Diem Index})}}{\text{Calls/Year (Territory Concentration Factor)}}$$

For Washington, DC, the calculation is as follows:

$$\frac{\$60{,}250\ (0.68)}{1{,}330\ (0.83)} = \frac{\$40{,}970.00}{1{,}103.90} = \$37.11$$

For Omaha:

$$\frac{\$44{,}300\ (1.20)}{475\ (2.50)} = \frac{\$53{,}160.00}{1{,}187.50} = \$44.77$$

Weighted Sales Call Efficiency Index

For Washington, DC:

$$\frac{\$39{,}200 + \$21{,}050\ (0.68)}{1{,}330\ (0.83)} = \frac{\$53{,}514.00}{1{,}103.90} = \$48.48$$

For Omaha:

$$\frac{\$33{,}200 + \$11{,}100\ (1.20)}{475\ (2.50)} = \frac{\$46{,}520.00}{1{,}187.50} = \$39.17$$

In order to compare cost-per-call ratios of different sales territories equitably, variances between local markets must be considered. This hypothetical example analyzes two different markets: Washington, DC, with above-average per diem costs, and Omaha, with below-average per diem costs.

The Omaha salesperson has direct sales costs of $44,300 and makes about 475 calls a year, while the Washington, DC, salesperson has direct sales costs of $60,250 and makes about 1,330 calls. Thus, the **Unweighted Cost Per Sales Call** in Omaha is $93.26 ($44,300 ÷ 475 = $93.26) compared with $45.30 in Washington ($60,250 ÷ 1,330 = $45.30). At first glance, it appears that the Washington, DC, salesperson is managing his expenses much better than his Nebraska counterpart.

However, a fair evaluation of the relative performance of each salesperson must recognize that Washington, DC, and Omaha are two distinctly different markets. A first step toward developing a **Sales Call Efficiency Index** that compensates for these differences involves the **Territory Concentration Factor** (**TCF**) (Table I-8).

Assuming the entire sales force averages about five calls per day, and using the table to relate each salesperson's calls to that number, the TCF of Washington's six calls per day is 0.83 while that of Omaha's 2 calls is 2.50.

Next, the Metro Sales Costs section (page 41) reveals that Washington's per diem index is 146 and Omaha's is 83. Dividing each number into 100, the all-U.S. norm yields a factor of 0.68 for Washington, and 1.20 for Omaha.

With this data in hand, it is now possible to construct a Sales Call Efficiency Index for each territory using the equation illustrated above. This reveals that, on an adjusted basis allowing for market differences, the cost per call in Washington is $37.11 and in Omaha, $44.77. What was almost a $48 difference has been cut to under $8.

The adjusted index can be further refined by allowing for living costs differences. In this example, the Washington salesperson has a base salary of $39,200 plus $21,050 for expenses, while the Omaha salesperson has a base salary of $33,200 plus $11,100 for expenses. Using the above equation—multiplying each individual's expenses by the per diem factor mentioned earlier (0.68 for Washington, 1.20 for Omaha)—results in a **Weighted Sales Call Efficiency Index** of $48.48 for Washington and $39.17 for the Omaha salesperson.

6 Information please

The following consulting organizations and associations are major sources of the data used in *S&MM's Survey of Selling Costs*. For those desiring more specific information on a particular topic, the name and address of each company is listed below, along with a brief description of its activities.

- **American Express Travel Related Services Co., Inc.,** 125 Broad St., New York, NY 10004 (212-323-2224). Recently published their third annual *Survey of Business Travel*, one of the most comprehensive volumes on travel policy, corporate attitudes, payment, and control systems currently available. The company also operates Travel Management System (TMS), a computer-based system for comprehensive corporate travel management.
- **The Conference Board, Inc.,** 845 Third Ave., New York, NY 10022 (212-759-0900). Publishes periodic reports on compensation of field sales representatives, conducts research, and publishes studies on business economics and management experience. Also conducts seminars in these areas.
- **Dartnell Corp.,** 4660 Ravenswood Ave., Chicago, IL 60640 (312-561-4000). Publishes biennial *Survey of Sales Force Compensation*, as well as materials for business executives, managers, salespeople, and supervisors dealing with training and development. Also sponsors seminars.
- **Executive Compensation Service, Inc. (ESC),** 2 Executive Dr., Fort Lee, NJ 07024 (201-585-9808). Publishes data on sales compensation, selling expenses, and incentives that are the basis of *S&MM's Survey* statistics. ECS also prepares reports and conducts surveys of competitive employment information, and has recently published their 29th annual *Sales Personnel Report*.
- **Manufacturers' Agents National Assn. (MANA),** P.O. Box 3467, 23016 Mill Creek Rd., Laguna Hills, CA 92654 (714-859-4040). Professional association for manufacturers' reps. Publishes *Agency Sales* magazine, as well as an annual survey of reps' commissions and operating expenses.
- **PHH Group, Peterson, Howell & Heather, Inc.,** 11333 McCormick Rd., Hunt Valley, MD 21031 (301-667-4000). Provider of cost control and analysis systems for corporations, utilities, and municipalities in the area of transportation, automotive fleets, and transfer and relocation of employees. Also gathers statistics relating to these areas.
- **Runzheimer International,** Runzheimer Park, Rochester, WI 53167 (414-534-3121). An international management consulting com-

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pany specializing in travel and living costs. Publishes *Runzheimer Reports on Transportation* and *Travel Management*.

• **Schonfeld & Associates,** 2550 Crawford Ave., Evanston, IL 60201 (312-869-5556). A management consulting company that publishes an annual study of advertising and promotional expenditures of major U.S. corporations, as well as other forecasts and tracking studies in the areas of marketing and advertising.

• **Technomic Consultants,** 100 Corporate North, Bannockburn, IL 60015 (312-295-8900). The major provider of data for the *Survey of Selling Costs*, this consulting company works with all phases of the business planning process, from plan formulation and market research to strategy development and implementation. Their data base is the source of our metro sales costs tables as well as data on cost per call, meetings, and sales training.

7 Step-by-step sequence in preparing a sales costs budget

(Bold-faced numbers in the chart refer to explanation below)

TERRITORY PERIOD	FORECAST OF FIELD SELLING EXPENSES									
1. Major Cities	**2.** Forecast Sales	**3.** Budgeted Salaries	**4.** Lodging	**5.** Food And Drink	**6.** Auto Rental	**7.** Misc. (Parking, Taxi,Tips)	**8.** Entertainment	**9.** Other Travel	**10.** Promotional	**11.** Total City Expenses
____	____	____	____	____	____	____	____	____	____	____
____	____	____	____	____	____	____	____	____	____	____
____	____	____	____	____	____	____	____	____	____	____
12. Total	$____	____	____	____	____	____	____	____	____	____
13. % Total Territory	____%	____%	____%	____%	____%	____%	____%	____%	____%	____%
14. Total Territory	$____	____	____	____	____	____	____	____	____	____

15. Budgeted Salaries $____

16. Forecast Expenses $____

17. Total Expenses $____ ÷ Forecast Sales $____ = Gross Dollar Return On Sales ____%

STEP-BY-STEP SEQUENCE IN PREPARING A SALES COSTS BUDGET

1. List the major cities in your territory that are included in Section II: Metro Sales Costs.
2. Enter the forecast sales for each city.
3. List in total only the budgeted salaries of the territory sales manager and salespeople as fixed costs.
4. Estimate the number of nights to be spent in each city and multiply by the lodging averages shown in Section II.
5. Estimate the number of meals and drinks per day in each city (S&MM assumes an allowance of two drinks per day per salesperson) and multiply by the appropriate food and drink medians that are shown in Section II.
6. If an auto will be rented, estimate the number of miles per week. Multiply the number of days by the rate per day, add the sum of the number of miles times the rate per mile, add insurance of $2 per day, and subtract your company discount (if any). Auto-rental data are in Sections II and VI.
7. Estimate the miscellaneous expenses.
8. Add entertainment costs by multiplying the dinner and drink rates (for each city) by the number of clients or customers entertained.
9. Estimate other travel expenses—air, train, or bus fares—that may be incurred in trips to the home office or the sales meeting.
10. Estimate promotion expenses by including advertising, sales promotion, trade shows, meetings, and so on that may be charged to the territory.
11. Total expenses across Columns 4 to 10 to derive expenses by city.
12. Total all expenses shown in Columns 4 to 11.
13. Calculate the percent of the territory's sales that will be accounted for by total sales of the cities listed; do the same for expenses. A possible shortcut: Assume that a city's percentage of total territory sales will be the same as its share of total territory expenses.
14. Enter the expected total sales of the territory.
15. Enter total budgeted salaries.
16. Enter total forecast expenses for the cities from Column 11. Total salaries and expenses should be adjusted for any overhead—rent, utilities, secretarial expenses—charged to the sales office.
17. Add salaries (Item 15) and expenses (Item 16). Subtract total expenses (Item 17) from forecasted sales (Item 12), giving the gross dollar return on sales. This gross dollar return can then be converted to a percentage figure be dividing by the forecast sales total. Comparing the percent shown here with your company's targeted profit ratio tells you if you are on target. If you are not, analysis of the data may suggest the reasons why.

Metro sales costs

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
ALABAMA								
Birmingham	Average $45.80 Range $21.50–$74.00	B $ 5.70 L $ 6.00 D $14.80	$ 72.30	8.1%	**89**	$5.40	Limo: None Taxi: $6.00 Dist.: 5 mi. NE Time: 15–20 min.	$48.85
ARIZONA								
Phoenix-Scottsdale	Average $52.70 Range $25.00–$105.00	B $ 4.80 L $ 6.40 D $12.40	76.30	5.2	**93**	4.50	Limo: $4.00 Taxi: $8.50 Dist.: 4 mi. SW Time: 10–15 min.	42.90
Tucson	Average $48.60 Range $26.00–$80.00	B $ 4.80 L $ 5.90 D $14.45	73.75	10.8	**90**	4.00	Limo: $4.25 Taxi: $12.00 Dist.: 10 mi. S Time: 15–20 min.	42.20
ARKANSAS								
Little Rock-North Little Rock	Average $42.85 Range $29.00–$60.00	B $ 4.45 L $ 6.50 D $14.45	68.25	0.7	**84**	4.50	Limo: $3.00 Taxi: $4.50 Dist.: 3.5 mi SE Time: 10–15 min.	48.05
CALIFORNIA								
Anaheim-Santa Ana	Average $53.35 Range $30.00–$98.00	B $ 4.65 L $ 7.80 D $14.50	80.30	3.4	**98**	4.00	Limo: $3.20 Taxi: $14.00 Dist.: 10 mi. S Time: 20–30 min.	N.A.
Fresno	Average $46.70 Range $31.00–$60.00	B $ 4.85 L $ 6.65 D $14.30	72.50	4.8	**89**	3.80	Limo: None Taxi: $10.50 Dist.: 7 mi. NE Time: 15 min.	58.25
Los Angeles-Long Beach	Average $72.75 Range $38.00–$138.00	B $ 4.90 L $ 9.60 D $21.30	108.55	1.2	**133**	5.50	Limo: $5.40 Taxi: $25.00 Dist.: 5 mi. SW Time: 35–45 min.	52.95
Oakland	Average $60.35 Range $38.00–$92.00	B $ 6.25 L $ 7.70 D $16.70	91.00	6.9	**112**	4.00	Limo: None Taxi: $14.00 Dist.: 11 mi. SE Time: 10–15 min.	N.A.
Oxnard-Ventura	Average $56.50 Range $31.00–$105.00	B $ 4.35 L $ 7.10 D $10.95	78.90	7.3	**97**	4.25	Limo: None Taxi: $3.00 Dist.: 1 mi. S Time: 5 min.	N.A.

N.A.—Not Available

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1983 to 1984 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the published nondiscountable daily rates of major companies. Applicable local gas charges for 50 miles have been added.
Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.
Sources: *Sales & Marketing Management;* American Hotel Assn.: *1984 Hotel & Motel Red Book; Hotel and Travel Index;* Crampton Associates, Inc.: *Airport Transit Guide*, Glen Ellyn, IL: Runzheimer International Car Rental Survey.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Riverside-San Bernardino	Average $46.95 Range $23.50–$110.00	B $ 4.70 L $ 4.80 D $11.75	$68.20	13.3%	**84**	$4.00	Limo: None Taxi: $23.00 Dist.: 15 mi. NW Time: 20 min.	N.A.
Sacramento	Average $42.60 Range $22.00–$70.00	B $ 3.75 L $ 6.60 D $11.35	64.30	−2.4	**79**	4.40	Limo: $4.20 Taxi: $17.00 Dist.: 11 mi. NW Time: 20–25 min.	$53.25
San Diego	Average $62.25 Range $39.00–$114.00	B $ 5.20 L $ 7.75 D $16.00	91.20	8.1	**112**	4.50	Limo: None Taxi: $6.00 Dist.: 3 mi. NW Time: 10–15 min.	50.95
San Francisco	Average $84.20 Range $37.00–$190.00	B $ 8.20 L $12.00 D $24.55	128.95	4.7	**158**	6.25	Limo: $6.00 Taxi: $20.00 Dist.: 14 mi. S Time: 25–35 min.	50.25
San Jose	Average $60.50 Range $36.00–$105.00	B $ 5.30 L $ 7.40 D $13.20	86.40	11.9	**106**	4.20	Limo: None Taxi: $6.50 Dist.: 3 mi. NW Time: 10 min.	46.95
COLORADO								
Boulder	Average $48.90 Range $32.00–$75.00	B $ 4.60 L $ 6.70 D $11.00	71.20	5.5	**87**	4.50	Limo: None Taxi: $42.50 Dist.: 30 mi. NW Time: 45 min.	N.A.
Denver	Average $66.65 Range $22.00–$120.00	B $ 4.25 L $ 6.25 D $15.40	92.55	4.3	**113**	5.00	Limo: $5.00 Taxi: $9.50 Dist.: 7 mi. NE Time: 20–30 min.	54.15
CONNECTICUT								
Bridgeport-Stamford-Norwalk-Danbury	Average $65.90 Range $37.00–$109.00	B $ 4.20 L $ 9.70 D $12.05	92.55	1.8	**113**	5.00	Limo: None Taxi: $5.90 Dist.: 4 mi. SE Time: 10 min.	58.20
Hartford-New Britain-Middletown-Bristol	Average $56.90 Range $40.00–$99.00	B $ 5.85 L $ 9.00 D $16.50	88.25	8.3	**108**	4.80	Limo: $4.25 Taxi: $14.00 Dist.: 14 mi. N Time: 30 min.	53.35
New Haven-Waterbury-Meriden	Average $49.60 Range $31.00–$79.00	B $ 4.15 L $ 6.70 D $15.15	75.60	10.3	**93**	4.00	Limo: None Taxi: $6.00 Dist.: 3.5 mi. SE Time: 15 min.	47.70
DELAWARE								
Wilmington	Average $61.05 Range $37.00–$125.00	B $ 4.05 L $ 6.50 D $15.15	86.75	5.7	**106**	4.50	Limo: None Taxi: $10.00 Dist.: 5 mi. SW Time: 20 min.	60.35
DISTRICT OF COLUMBIA								
Washington	Average $82.60 Range $48.00–$135.00	B $ 6.60 L $ 9.05 D $21.15	119.40	5.7	**146**	5.50	**National** Limo: $4.75 Taxi: $6.50 Dist.: 4 mi. S Time: 20 min. **Dulles** Limo: $9.60 Taxi: $29.00 Dist.: 26 mi. W Time: 45–60 min.	56.30

N.A.—Not Available.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
FLORIDA								
Fort Lauderdale	Average $64.80 Range $23.00–$135.00	B $ 3.60 L $ 6.40 D $12.00	$ 86.80	3.1%	**106**	$ 5.00	Limo: $5.00[1] Taxi: $6.00 Dist.: 4 mi. S Time: 10 min.	N.A.
Jacksonville	Average $48.35 Range $23.00–$97.00	B $ 4.20 L $ 6.40 D $12.35	71.30	6.4	**87**	4.45	Limo: $8.00 Taxi: $19.00 Dist.: 17 mi. N Time: 30–40 min.	$47.20
Miami-Hialeah	Average $65.95 Range $43.00–$135.00	B $ 5.40 L $ 8.95 D $17.90	98.20	1.8	**120**	6.00	Limo: $6.00 Taxi: $11.00 Dist.: 7 mi. NW Time: 20–30 min.	45.50
Orlando	Average $59.85 Range $30.00–$110.00	B $ 4.75 L $ 7.60 D $15.50	87.70	8.3	**107**	5.25	Limo: $10.00 Taxi: $13.00 Dist.: 10 mi. S Time: 15–20 min.	43.90
Tampa-St. Petersburg-Clearwater	Average $57.10 Range $30.00–$110.00	B $ 4.75 L $ 6.70 D $15.75	78.30	4.3	**96**	5.00	Limo: $3.50 Taxi: $10.00 Dist.: 5 mi. NW Time: 10–15 min.	44.90
West Palm Beach-Boca Raton-Delray Beach	Average $47.70 Range $26.00–$74.00	B $ 4.20 L $ 5.50 D $15.70	73.10	4.1	**90**	4.50	Limo: $6.50 Taxi: $8.50 Dist.: 17 mi. N Time: 15 min.	N.A.
GEORGIA								
Atlanta	Average $72.55 Range $44.00–$125.00	B $ 5.30 L $ 7.30 D $17.90	103.05	7.6	**126**	5.00	Limo: $5.25 Taxi: $13.50 Dist.: 8 mi. SW Time: 20–30 min.	48.10
HAWAII								
Honolulu	Average $63.00 Range $25.00–$115.00	B $ 5.55 L $ 6.15 D $14.70	89.40	6.5	**110**	7.00	Limo: None Taxi: $8.50 Dist.: 4.5 mi. NW Time: 10–15 min.	36.75
ILLINOIS								
Chicago	Average $87.30 Range $59.00–$145.00	B $ 4.80 L $ 7.85 D $17.90	117.85	6.7	**144**	4.00	**O'Hare** Limo: $6.75 Taxi: $21.00 Dist.: 18 mi. NW Time: 45–65 min. **Midway** Limo: $6.00 Taxi: $14.50 Dist.: 10 mi. SW Time: 25–40 min.	55.55
Springfield	Average $42.65 Range $26.00–$75.00	B $ 4.30 L $ 6.10 D $12.60	65.65	5.4	**80**	3.50	Limo: None Taxi: $5.15 Dist.: 3 mi. N Time: 15 min.	52.25
INDIANA								
Indianapolis	Average $46.45 Range $29.00–$100.00	B $ 4.05 L $ 5.70 D $10.50	66.70	7.1	**82**	3.50	Limo: $6.90 Taxi: $8.00 Dist.: 7 mi. SW Time: 15 min.	65.95

[1] Minimum two passengers.

N.A.—Not Available.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	**Lodging (Daily)**	**Meals (Median)**	**Per Diem Total**	**Per Diem Increase 1983–84**	**Per Diem Index**	**Cost Of Two Drinks**	**Airport To Downtown**	**Per Diem Auto Rental**
IOWA								
Des Moines	Average $40.20 Range $23.00–$64.00	B $ 4.15 L $ 6.00 D $13.25	$ 63.60	3.3%	**78**	$4.00	Limo: None Taxi: $8.00 Dist.: 5.5 mi. SW Time: 15–20 min.	$48.10
KANSAS								
Wichita	Average $43.95 Range $12.00–$69.00	B $ 4.20 L $ 6.25 D $11.50	65.90	4.1	**81**	5.00	Limo: None Taxi: $7.50 Dist.: 6 mi. SW Time: 25–30 min.	50.75
KENTUCKY								
Louisville	Average $44.20 Range $31.00–$68.00	B $ 2.50 L $ 5.85 D $14.85	67.40	4.5	**83**	3.90	Limo: $3.75 Taxi: $8.40 Dist.: 5 mi. S Time: 15–25 min.	53.75
LOUISIANA								
New Orleans	Average $71.45 Range $49.00–$102.00	B $ 5.10 L $ 8.00 D $17.70	102.25	4.3	**125**	6.20	Limo: $7.00 Taxi: $18.00 Dist.: 14. mi. W Time: 30–40 min.	58.25
MARYLAND								
Baltimore	Average $56.80 Range $27.00–$98.00	B $ 4.00 L $ 7.50 D $15.70	84.00	0.2	**103**	5.00	Limo: $5.00 Taxi: $15.00 Dist.: 10. mi. SW Time: 30–40 min.	57.15
MASSACHUSETTS								
Boston	Average $76.80 Range $35.00–$175.00	B $ 4.50 L $ 6.80 D $17.10	105.20	10.5	**129**	5.00	Limo: $4.25 Taxi: $6.50 Dist.: 3 mi. NE Time: 30–40 min.	65.50
New Bedford-Fall River-Attleboro	Average $40.80 Range $24.00–$60.00	B $ 4.70 L $ 6.60 D $15.30	67.40	4.0	**83**	4.50	Limo: None Taxi: $5.00 Dist.: 2.5 mi. N Time: 15 min.	N.A.
Springfield	Average $45.20 Range $30.00–$78.00	B $ 4.00 L $ 6.75 D $14.65	70.60	8.2	**87**	4.70	Limo: $6.00 Taxi: $27.50 Dist.: 18 mi. S Time: 30 min.	54.80
Worcester-Fitchburg-Leominster	Average $52.70 Range $34.00–$81.00	B $ 4.30 L $ 6.70 D $16.20	79.90	5.8	**98**	5.00	Limo: None Taxi: $7.00 Dist.: 5 mi. W Time: 20 min.	59.80

N.A.—Not Available.

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1983 to 1984 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the published nondiscountable daily rates of major companies. Applicable local gas charges for 50 miles have been added.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: *Sales & Marketing Management;* American Hotel Assn.: *1984 Hotel & Motel Red Book; Hotel and Travel Index;* Crampton Associates, Inc.: *Airport Transit Guide,* Glen Ellyn, IL; Runzheimer International Car Rental Survey.

TABLE II-1 **Selling costs in 86 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
MICHIGAN								
Detroit	Average $55.10 Range $23.00–$89.00	B $ 5.30 L $ 7.70 D $16.70	$ 84.80	0.4%	**104**	$5.50	Limo: $5.00 Taxi: $22.50 Dist.: 19 mi. SW Time: 30–45 min.	$54.90
Grand Rapids	Average $44.25 Range $31.00–$58.40	B $ 5.10 L $ 7.25 D $15.30	71.90	4.1	**88**	5.25	Limo: None Taxi: $10.00 Dist.: 10 mi. SE Time: 20–25 min.	N.A.
MINNESOTA								
Minneapolis-St. Paul	Average $64.75 Range $26.00–$125.00	B $ 5.85 L $ 6.75 D $16.40	93.75	3.1	**115**	4.50	Limo: $5.50 Taxi: $15.50 Dist.: 13 mi. SE Time: 20–30 min.	51.90
MISSOURI								
Kansas City	Average $52.10 Range $25.00–$98.00	B $ 4.55 L $ 6.50 D $14.25	77.40	3.9	**95**	4.25	Limo: $8.50 Taxi: $22.00 Dist.: 21 mi. NW Time: 35–50 min.	52.00
St. Louis	Average $55.00 Range $32.00–$90.00	B $ 5.50 L $ 7.35 D $15.30	83.15	3.0	**102**	4.50	Limo: $5.90 Taxi: $18.00 Dist.: 13 mi. NW Time: 20–40 min.	54.70
NEBRASKA								
Omaha	Average $45.60 Range $27.95–$73.00	B $ 4.35 L $ 5.50 D $12.35	67.80	6.4	**83**	3.50	Limo: None Taxi: $5.00 Dist.: 5 min. NE Time: 5–10 min.	54.45
NEVADA								
Las Vegas	Average $52.25 Range $32.00–$95.00	B $ 5.10 L $ 6.45 D $17.90	81.70	11.2	**100**	4.50	Limo: $4.00 Taxi: $14.00 Dist.: 7 mi. S Time: 35–45 min.	52.60
NEW JERSEY								
Jersey City-Bergen-Passaic	Average $48.50 Range $32.00–$64.00	B $ 4.35 L $ 6.10 D $16.15	75.10	5.9	**92**	5.50	Limo: None Taxi: $18.00 Dist.: 9 mi. W Time: 40 min.	N.A.
Long Branch-Asbury Park	Average $52.90 Range $42.00–$80.00	B $ 3.60 L $ 7.00 D $15.00	78.50	5.5	**96**	5.00	Limo: None Taxi: $42.00 Dist.: 45 mi. NW Time: 60 min.	N.A.
New Brunswick-Perth Amboy-Sayreville	Average $67.40 Range $40.00–$95.00	B $ 5.25 L $ 6.00 D $17.60	96.25	17.0	**118**	5.00	Limo: $12.00 Taxi: $33.50 Dist.: 23 mi. NW Time: 40 min.	N.A.
Newark	Average $70.20 Range $48.00–$105.00	B $ 5.20 L $ 6.75 D $18.60	100.75	2.4	**123**	4.70	Limo: $4.00 Taxi: $8.00 Dist.: 3 mi. S Time: 20 min.	60.35

N.A.—Not Available.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
NEW MEXICO								
Albuquerque	Average $42.20 Range $18.00–$68.00	B $ 4.85 L $ 6.85 D $13.50	$67.40	3.0%	83	$5.00	Limo: $4.50 Taxi: $6.50 Dist.: 4.3 mi. SE Time: 15–20 min.	$43.50
NEW YORK								
Albany-Schnectady-Troy	Average $50.85 Range $29.00–$93.00	B $ 4.10 L $ 6.70 D $15.30	76.95	4.4	94	4.50	Limo: $4.90 Taxi: $9.90 Dist.: 10 mi. NW Time: 30 min.	48.00
Buffalo	Average $48.65 Range $19.00–$95.00	B $ 3.85 L $ 5.25 D $15.40	73.15	4.6	90	3.90	Limo: $5.00 Taxi: $11.00 Dist.: 8 mi. NE Time: 20–30 min.	58.70
Nassau-Suffolk (Long Island)	Average $60.45 Range $40.00–$92.00	B $ 4.80 L $ 8.80 D $17.70	91.75	8.8	112	5.00	Limo: Varies Taxi: between Dist.: airport and Time: destination	N.A.
New York	Average $91.70 Range $56.00–$145.00	B $ 7.20 L $12.00 D $23.95	134.85	9.1	165	7.00	**La Guardia** Limo: $5.00 Taxi: $12.00 Dist.: 8 mi. NW Time: 20–40 min. **Kennedy** Limo: $7.00 Taxi: $26.00 Dist. 15 mi. SE Time: 35–60 min. **Newark** Limo: $4.00 Taxi: $32.50 Dist. 16 mi. SW Time: 30–45 min.	64.35
Rochester	Average $51.85 Range $20.00–$90.00	B $ 4.60 L $ 6.50 D $14.70	77.65	8.2	95	4.00	Limo: None Taxi: $8.50 Dist.: 15 mi. SW Time: 10–20 min.	59.05
Syracuse	Average $51.25 Range $30.00–$83.00	B $ 4.30 L $ 5.30 D $14.00	74.85	4.0	92	4.50	Limo: None Taxi: $10.20 Dist.: 9 mi. NE Time: 15–20 min.	51.05
NORTH CAROLINA								
Charlotte-Gastonia-Rock Hill	Average $46.00 Range $30.00–$79.00	B $ 5.30 L $ 7.00 D $17.00	75.30	5.0	92	6.00	Limo: $3.00 Taxi: $8.50 Dist.: 8 mi. W Time: 20–25 min.	56.45
Greensboro-Winston Salem-High Point	Average $48.50 Range $25.00–$78.00	B $ 3.80 L $ 5.95 D $13.45	71.70	10.9	88	5.00	Limo: $6.75 Taxi: $11.00 Dist.: 9 mi. W Time: 10–20 min.	N.A.
OHIO								
Akron	Average $45.35 Range $24.90–$70.00	B $ 5.10 L $ 6.25 D $15.00	71.70	11.2	88	4.00	Limo: $6.50 Taxi: $27.00 Dist.: 15 mi. SE Time: 20–30 min.	55.10
Canton	Average $41.00 Range $24.00–$49.00	B $ 3.15 L $ 5.90 D $11.50	61.55	9.6	75	3.00	Limo. None Taxi: $12.00 Dist.: 10 mi. NW Time: 15–20 min.	N.A.

N.A.—Not Available.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Cincinnati	Average $45.95 Range $22.00–$70.00	B $ 4.60 L $ 6.70 D $15.60	$72.85	5.0%	**89**	$4.75	Limo: $6.00 Taxi: $14.00 Dist.: 13 mi. SW Time: 20–30 min.	$50.10
Cleveland	Average $47.75 Range $20.00–$95.00	B $ 3.45 L $ 6.55 D $14.00	71.75	2.2	**88**	4.00	Limo: None Taxi: $16.00 Dist.: 10 mi. SW Time: 20–40 min.	64.45
Columbus	Average $46.50 Range $24.00–$62.00	B $ 3.95 L $ 6.50 D $15.30	72.25	5.6	**89**	4.60	Limo: $4.75 Taxi: $10.00 Dist.: 7 mi. E Time: 25 min.	57.45
Dayton-Springfield	Average $37.55 Range $20.00–$84.00	B $ 4.25 L $ 5.45 D $13.40	60.65	7.0	**74**	3.40	Limo: $6.00 Taxi: $12.50 Dist.: 12.5 mi. N Time: 20–25 min.	53.10
Toledo	Average $48.90 Range $32.00–$85.00	B $ 4.80 L $ 5.30 D $17.55	76.55	12.9	**94**	4.20	Limo: $13.00 Taxi: $24.00 Dist.: 17 mi. SW Time: 20–30 min.	53.75
OKLAHOMA								
Oklahoma City	Average $47.10 Range $23.00–$83.00	B $ 4.65 L $ 7.10 D $12.40	71.25	6.0	**87**	5.00	Limo: $5.75 Taxi: $11.50 Dist.: 11 mi. SW Time: 15–25 min.	49.70
Tulsa	Average $44.65 Range $26.00–$75.00	B $ 4.70 L $ 6.00 D $13.50	68.85	2.1	**84**	4.50	Limo: $6.00 Taxi: $10.00 Dist.: 9 mi. NE Time: 20–30 min.	N.A.
OREGON								
Portland	Average $55.00 Range $30.00–$98.00	B $ 5.00 L $ 6.75 D $14.90	81.65	5.0	**100**	4.00	Limo: $4.00 Taxi: $14.50 Dist.: 9 mi. NE Time: 25–30 min.	52.05
PENNSYLVANIA								
Harrisburg-Lebanon-Carlisle	Average $51.40 Range $30.00–$83.00	B $ 3.70 L $ 6.60 D $13.00	74.70	4.5	**92**	4.00	Limo: $9.00 Taxi: $14.00 Dist.: 9 mi. S Time: 45 min.	62.00
Philadelphia	Average $61.60 Range $38.00–$90.00	B $ 5.10 L $ 7.90 D $15.30	89.90	8.8	**110**	4.50	Limo: $4.75 Taxi: $15.00 Dist.: 8 mi. SW Time: 30–40 min.	56.00
Pittsburgh	Average $60.15 Range $34.00–$95.00	B $ 5.60 L $ 7.30 D $17.55	90.60	10.4	**111**	5.00	Limo: $6.00 Taxi: $22.00 Dist.: 14 mi. W Time: 35–40 min.	59.00
RHODE ISLAND								
Providence-Pawtucket-Woonsocket	Average $61.15 Range $27.00–$92.00	B $ 4.55 L $ 6.65 D $16.40	88.85	0.9	**109**	4.80	Limo: None Taxi: $14.00 Dist.: 7 mi. S Time: 15–20 min.	58.25

N.A.—Not Available.

TABLE II-1 **Selling costs in 88 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
TENNESSEE								
Memphis	Average $41.45 Range $32.00–$58.00	B $ 5.40 L $ 6.55 D $12.60	$66.00	3.0%	**81**	$4.50	Limo: $5.00 Taxi: $12.50 Dist.: 9 mi. SE Time: 15–20 min.	$47.10
Nashville-Davidson	Average $47.70 Range $28.00–$81.00	B $ 4.85 L $ 6.20 D $15.75	71.70	2.0	**88**	5.50	Limo: None Taxi: $9.00 Dist.: 6 mi. SE Time: 20–25 min.	54.75
TEXAS								
Austin	Average $63.75 Range $40.00–$125.00	B $ 4.75 L $ 7.45 D $18.50	94.45	10.2	**116**	5.00	Limo: None Taxi: $5.00 Dist.: 4 mi. NE Time: 10–20 min.	47.85
Dallas	Average $57.75 Range $28.00–$98.00	B $ 6.75 L $ 8.80 D $16.80	90.10	7.3	**110**	5.50	Limo: $6.00 Taxi: $21.50 Dist.: 21 mi. NW Time: 25–40 min.	51.50
Fort Worth-Arlington	Average $51.75 Range $29.00–$99.00	B $ 3.70 L $ 5.60 D $15.10	76.15	10.8	**93**	4.50	Limo: $6.00 Taxi: $22.00 Dist.: 24 mi. NE Time: 30–40 min.	N.A.
Houston	Average $62.60 Range $35.00–$135.00	B $ 5.50 L $ 7.20 D $17.45	92.75	6.1	**114**	5.90	Limo: $5.00 Taxi: $20.80 Dist.: 22 mi. N Time: 30–50 min.	54.15
San Antonio	Average $49.95 Range $33.00–$105.00	B $ 4.15 L $ 6.60 D $12.70	73.40	7.0	**90**	5.00	Limo: $5.00 Taxi: $10.25 Dist.: 8 mi. N Time: 15–20 min.	44.50
UTAH								
Salt Lake City-Ogden	Average $46.05 Range $27.00–$110.00	B $ 5.65 L $ 6.60 D $15.20	73.50	2.4	**90**	No sale of drink permitted	Limo: None Taxi: $8.50 Dist.: 6 mi. NW Time: 15–20 min.	51.20
VIRGINIA								
Norfolk-Virginia Beach-Newport News	Average $49.85 Range $25.00–$98.00	B $ 4.55 L $ 5.70 D $16.00	76.10	4.4	**93**	4.80	Limo: $4.75 Taxi: $11.00 Dist.: 6 mi. NE Time: 15–25 min.	47.15
WASHINGTON								
Seattle	Average $62.65 Range $30.00–$115.00	B $ 4.95 L $ 7.65 D $14.45	89.70	9.7	**110**	4.50	Limo: $4.75 Taxi: $15.00 Dist.: 13 mi. S Time: 20–30 min.	50.30
WISCONSIN								
Milwaukee	Average $47.70 Range $22.00–$75.00	B $ 4.65 L $ 7.55 D $15.30	75.20	2.2	**92**	4.30	Limo: $4.50 Taxi: $12.00 Dist.: 7 mi. S Time: 15–25 min.	54.14

N.A.—Not Available.

TABLE II-2 **Selling costs in major Canadian markets***

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1983–84	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Calgary, Alberta	Average $65.15 Range $39.00–$106.00	B $ 6.20 L $ 8.00 D $18.85	$ 98.20	4.2%	93	$5.75	Limo: $5.00 Taxi: $12.50 Dist.: 5 mi. NE Time: 30 min.	N.A.
Montreal, Quebec	Average $86.55 Range $46.00–$150.00	B $ 4.95 L $11.10 D $15.00	117.60	−1.3	111	8.00	Limo: $5.50 Taxi: $19.00 Dist.: 14 mi. W Time: 30–45 min.	N.A.
Ottawa, Ontario	Average $66.40 Range $47.00–$99.00	B $ 5.10 L $ 7.50 D $15.75	94.75	3.0	89	6.20	Limo: $4.50 Taxi: $14.00 Dist.: 5 mi. S Time: 20–30 min.	N.A.
Toronto, Ontario	Average $80.70 Range $38.00–$140.00	B $ 6.55 L $10.05 D $18.30	115.60	8.1	109	7.00	Limo: $6.00 Taxi: $20.00[1] Dist.: 18 mi. NW Time: 30–45 min.	N.A.
Vancouver, British Columbia	Average $82.60 Range $48.00–$142.00	B $ 7.80 L $ 8.95 D $19.00	118.35	4.3	112	7.60	Limo: $5.00 Taxi: $13.00 Dist.: 11 mi. SW Time: 30–40 min.	N.A.
Winnipeg, Manitoba	Average $61.55 Range $28.00–$99.00	B $ 6.70 L $ 9.15 D $16.00	93.40	4.1	88	7.00	Limo: $4.00 Taxi: $7.00 Dist.: 4 mi. W Time: 15 min.	N.A.

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1983 to 1984 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of all-Canadian average (an index of 102, for example, means that the area's total cost is 2% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Driving times are approximate. **Auto rental:** Costs are not available due to discontinued publication of the *Official Airline Guide—Ground Transportation* supplement.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it. All costs are in Canadian dollars.

*In Canadian dollars.

N.A.—Not Available.

[1] Represents fare for four riders.

Sources: *Sales & Marketing Management;* American Hotel Assn.: *1984 Hotel & Motel Red Book; Hotel and Travel Index;* Crampton Associates, Inc.: *Airport Transit Guide*, Glen Ellyn, IL.

S&MM'S FOUR SURVEY ISSUES

Survey of Buying Power, published in July, includes the most current estimates of the demographic and socioeconomic factors of regions, states, metropolitan markets, counties, and cities.

Survey of Buying Power—Part II, published in October, rearranges the basic *Survey* data in terms of TV and newspaper markets so that markets can be evaluated in media terms; it also gives a five-year projection of metropolitan markets, as well as current data on merchandise line sales for several product categories.

Survey of Selling Costs, published in February, includes detailed information on the basic selling costs of the leading metropolitan markets in the U.S. and Canada, plus data on such marketing-related expenses as sales incentives, sales training, sales meetings, car rentals, and salespeople's compensation.

Survey of Industrial & Commercial Buying Power, published in April, provides data on 4-digit SIC Industries, both manufacturing and nonmanufacturing, as well as ranking of leading counties for the more than 400 customer industries listed that buy goods and services from consumer and industrial establishments.

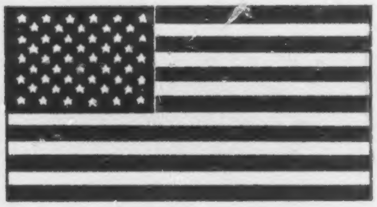
TABLE II-3

Meal & lodging tax rates by metropolitan market

U.S. Metro Area	Lodging Tax	Meal Tax
Akron	11.5%	5.5%
Albany-Schenectady-Troy	8.0	7.0
Albuquerque	3.0	4.6
Anaheim-Santa Ana	8.0	6.0
Atlanta	8.0	5.0
Austin	11.0	5.5
Baltimore	12.0	5.0
Birmingham	7.0	7.0
Boston	5.7	5.0
Boulder	8.7	5.85
Bridgeport-Stamford-Norwalk-Danbury	7.5	7.5
Buffalo	10.0	7.0
Canton	6.0	5.0
Charlotte-Gastonia-Rock Hill	7.5	4.5
Chicago	10.1	8.0
Cincinnati	10.0	5.5
Cleveland	12.5	6.5
Columbus	9.5	5.5
Dallas	8.5	6.0
Dayton-Springfield	12.0	6.0
Denver	8.7	6.8
Des Moines	9.0	4.0
Detroit	5.0	4.0
Fort Lauderdale-Hollywood-Pompano Beach	7.0	5.0
Fort Worth-Arlington	11.0	5.3
Fresno	8.5	6.0
Grand Rapids	7.0	4.0
Greensboro-Winston-Salem-High Point	7.5	4.5
Harrisburg-Lebanon-Carlisle	6.0	6.0
Hartford-New Britain-Bristol-Middletown	7.5	7.5
Honolulu	4.0	4.0
Houston	11.0	6.1
Indianapolis	10.0	6.0
Jacksonville	9.0	5.0
Jersey City-Bergen-Passaic	6.0	6.0
Kansas City	7.0	6.62
Las Vegas	7.0	5.75
Little Rock-North Little Rock	7.0	7.0
Long Branch-Asbury Park	6.0	6.0
Los Angeles-Long Beach	10.0	6.5
Louisville	9.2	5.0
Memphis	12.75	7.75
Miami-Hialeah	10.0	5.0
Milwaukee	11.0	5.0
Minneapolis-St. Paul	10.0%	6.0%
Nashville-Davidson	10.75	7.75
Nassau-Suffolk (Long Island)	8.25	8.25[1]
New Bedford-Fall River-Attleboro	5.7	5.0
New Brunswick-Perth Amboy-Sayreville	6.0	6.0
New Haven-Waterbury-Meriden	7.5	7.5
New Orleans	11.0	9.0
New York	8.25 (plus $2 surcharge)	8.25
Newark	6.0	6.0
Norfolk-Virginia Beach-Newport News	7.0	8.0
Oakland	8.0	6.5
Oklahoma City	7.0	5.0
Omaha	8.0	5.0
Orlando	7.0	5.0
Oxnard-Ventura	9.0	6.0
Philadelphia	9.0	6.0
Phoenix-Scottsdale	7.0	6.0
Pittsburgh	9.0	6.0
Portland	6.0	—
Providence-Pawtucket-Woonsocket	2.0	6.0
Riverside-San Bernardino	8.0	6.0
Reno	7.0	6.0
Rochester	9.0	7.0
Sacramento	10.0	6.0
St. Louis	8.6	6.63
Salt Lake City-Ogden	9.85	5.75
San Antonio	10.0	5.6
San Diego	7.0	6.0
San Francisco	9.8	6.5
San Jose	6.0	6.5
Seattle	12.0	8.0
Springfield, IL	10.0	7.0
Springfield, MA	5.7	5.0
Syracuse	10.0	7.0
Tampa-St. Petersburg-Clearwater	7.0	5.0
Toledo	12.0	5.5
Tucson	8.0	7.0
Tulsa	5.0	5.0
Washington, DC	10.0 (plus $1 surcharge)	6.5
West Palm Beach-Boca Raton-Delray Beach	7.0	5.0
Wichita	8.0	3.0
Wilmington	6.0	—
Worcester-Fitchburg-Leominster	5.7	5.0

Note: Tax rates are for the first city in a given metro area.

[1] Average for establishments polled by S&MM. Rates may vary slightly among the townships in the two counties.



Canadian Metro Area	Lodging Tax	Meal Tax
Calgary	—	—
Montreal	—	10.0%
Ottawa	5.0%	7.0
Toronto	5.0	7.0
Vancouver	7.0	7.0
Winnipeg	6.0	6.0

Source: Sales & Marketing Management survey.

Compensation

TABLE III-1
Salespeople's annual compensation

Salesperson Level	Consumer Products 1984	Consumer Products 1983	% Change	Industrial Products 1984	Industrial Products 1983	% Change
Sales trainee						
Straight salary	$18,150	$17,950	+ 1.1	$20,647	$18,623	+10.9
Salary plus incentive						
Salary	20,150	17,250	+16.8	20,490	18,560	+10.4
Incentive	2,250	2,800	−24.0	3,315	3,960	−19.5
Total	22,300	20,600	+ 8.3	25,175	22,620	+11.3
A&B salespeople						
Straight salary	22,850	22,760	+ 0.4	29,621	26,100	+13.5
Salary plus incentive						
Salary	20,520	21,020	− 2.4	24,880	23,075	+ 7.8
Incentive	6,080	4,160	+46.2	6,780	5,588	+21.3
Total	26,660	24,980	+ 6.7	32,195	28,969	+11.1
Senior salespeople						
Straight salary	30,770	30,500	+ 0.9	37,036	34,500	+ 7.4
Salary plus incentive						
Salary	26,640	26,260	+ 1.4	30,156	29,200	+ 3.3
Incentive	7,780	5,240	+48.5	9,556	6,000	+59.3
Total	34,120	31,480	+ 8.4	40,419	36,900	+ 9.5
Sales supervisor						
Straight salary	38,433	33,400	+15.1	43,358	39,750	+ 9.1
Salary plus incentive						
Salary	35,300	34,900	+ 1.2	37,800	37,440	+ 1.0
Incentive	7,580	5,500	+37.8	10,020	7,993	+25.4
Total	43,980	41,900	+ 5.0	47,247	43,819	+ 7.8

Note: Some differences between years reflect changes in the organizations that reported data. It should also be noted that in the "salary plus incentive" category, the "total" compensation will not equal the sum of the "salary" and "incentive" components because not all respondents provided information for each of the components.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-2
Sales force selling expenses as a percentage of sales in major industries

Industry	Compensation 1984	Compensation 1983	T&E Expenses 1984	T&E Expenses 1983	Total 1984	Total 1983
Consumer goods						
Durable goods	2.1%	4.2%	1.3%	2.2%	3.4%	9.0%
Ethical pharmaceuticals, surgical supplies, & equipment	5.2	5.2	1.7	3.1	6.9	16.9
Food	1.9	1.6	0.5	0.4	2.4	3.5
Major household items	3.3	2.1	0.7	0.7	4.0	4.4
Proprietary drugs and toiletries	1.1	1.3	0.8	N.A.	1.9	7.9
Industrial goods						
Automotive parts & accessories	2.6	3.1	1.0	1.6	3.6	5.5
Building materials	1.2	1.5	0.5	0.7	1.7	5.4
Chemicals & petroleum	2.4	1.3	0.4	0.5	2.8	1.4
Computers	4.2	*	1.7	*	5.9	*
Containers, packaging materials, & paper	1.0	0.8	0.2	0.4	1.2	1.6
Electrical materials	1.6	0.6	0.6	0.6	2.2	3.9
Electronics & instruments	3.4	1.9	1.3	1.4	4.7	5.2
Fabricated metals (heavy)	1.0	2.0	0.4	0.8	1.4	3.8
Fabricated metals (light)	2.5	1.9	1.4	0.9	3.9	4.9
Fabrics & apparel	2.2	0.9	0.5	0.4	2.7	5.3
Iron & steel	1.4	0.8	0.6	0.3	2.0	2.4
Machinery (heavy)	2.0	2.3	0.7	0.7	2.7	5.4
Machinery (light)	3.3	3.9	1.3	1.5	4.6	9.2
Office & educational equipment	2.1	*	1.2	*	3.3	*
Printing & publishing	5.2	3.6	1.3	0.9	6.5	9.7
Rubber, plastics, & leather	1.9	1.0	1.0	0.8	2.9	4.4

*Not meaningful due to change in industry definition.

N.A.—Not Applicable.

Note: Includes only salespeople's total compensation plus their expenses, that is, travel, lodging, meals, and entertainment. It should be noted that some of the differences between years reflect changes in the organizations that reported data. Also, percentages in this table are percentages of sales by the sales force.

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-3

Total selling expenses as a percentage of company sales

Industry	1984	1983
Consumer goods		
Durable goods	14.8%	9.0%
Ethical pharmaceuticals, surgical supplies, & equipment	9.2	16.9
Food	7.9	3.5
Major household items	5.4	4.4
Proprietary drugs & toiletries	5.5	7.9
Industrial goods		
Automotive parts & accessories	5.4	5.4
Building materials	3.9	5.4
Chemicals & petroleum	3.9	1.4
Computers	6.2	*
Containers, packaging materials, & paper	1.5	1.6
Electrical materials	4.3	4.8
Electronics & instruments	4.8	5.2
Fabricated metals (heavy)	3.6	3.8
Fabricated metals (light)	5.8	4.9
Fabrics & apparel	3.8	4.2
Iron & steel	2.5	2.4
Machinery (heavy)	5.7	0.7
Machinery (light)	7.2	9.2
Office & educational equipment	13.8	*
Printing & publishing	10.0	9.7
Rubber, plastics, & leather	3.1	4.4

*Not meaningful due to change in industry definition.

Note: Selling expenses cover cost of median compensation of salespeople and sales management, travel, lodging, meals and entertainment, advertising, and promotion. One of the major difficulties encountered in gathering such information is that wide differences exist between companies in the definition of selling expenses and the costs included in such figures. In addition, some of the differences between years reflect changes in the organizations that reported data.

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-4

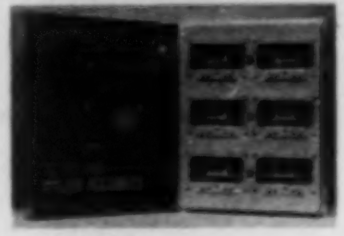
Alternative sales compensation and incentive plans

Method	% Of Companies Using Plans All Industries 1984	All Industries 1983	Consumer Products 1984	Industrial Products 1984	Other Commerce/ Industry 1984
Straight salary	17.1%	20.4%	12.4%	14.2%	27.4%
Draw against commission	6.8	5.4	5.1	6.5	8.4
Salary plus commission	29.0	30.9	21.2	32.5	25.9
Salary plus individual bonus	33.6	30.1	46.0	33.4	25.9
Salary plus group bonus	2.3	1.9	4.4	2.0	1.5
Salary plus commission plus bonus	11.2	11.3	10.9	11.4	10.9
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Some year-to-year differences reflect changes in the organizations reporting data.

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

THREE KEYS TO SELLING MAJOR ACCOUNTS



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Definitions

Field sales personnel

Sales trainee: Anyone who is learning about the company's products, services, and policies, as well as proven sales techniques, in preparation for a sales assignment.

Salesperson Grade A: A "regular" salesperson who has little or no selling experience except that which has been acquired in the company's sales training program. He contacts established and prospective customers to develop interest in the company's products and to sell them.

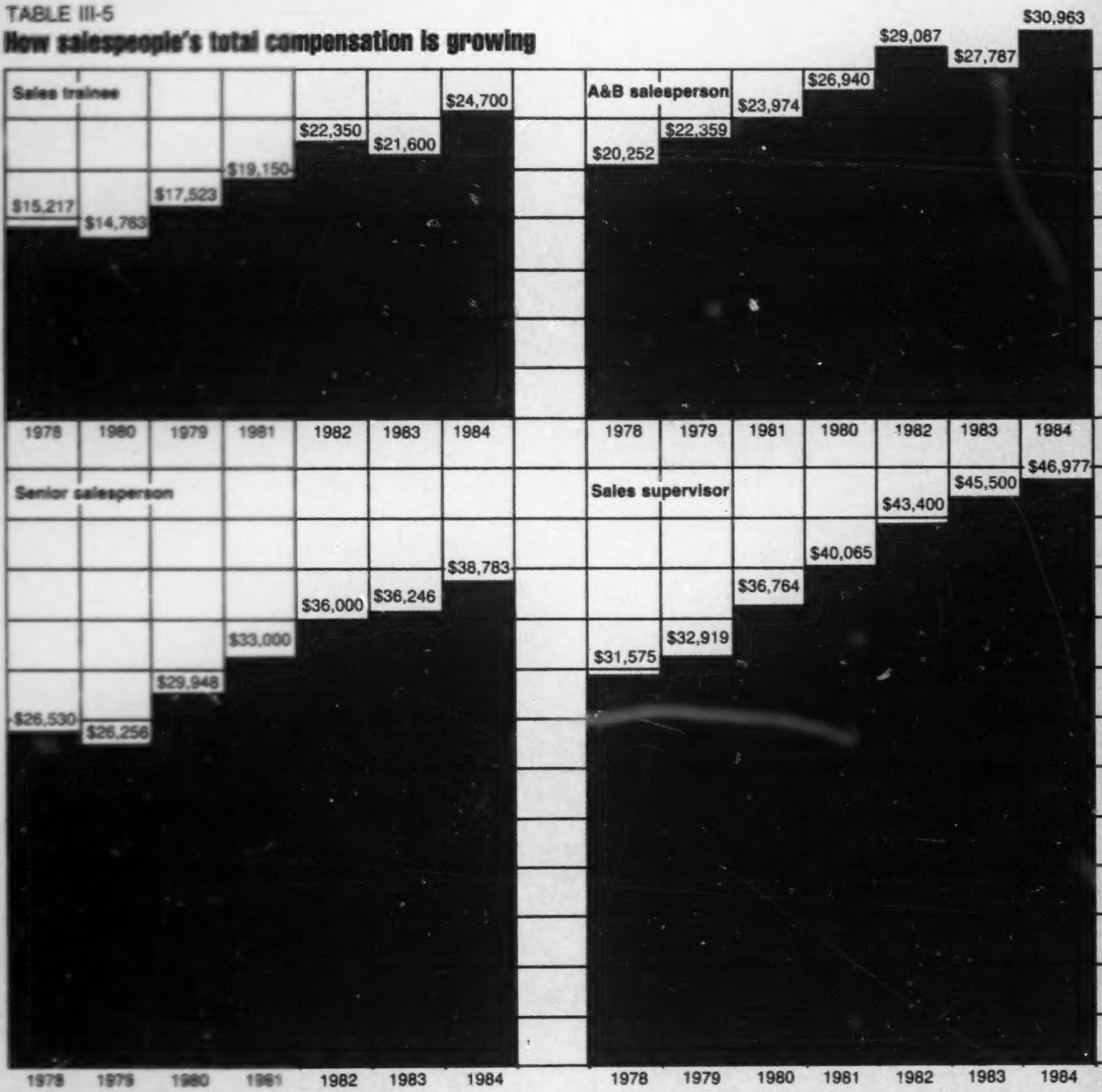
Salesperson Grade B: A salesperson who has broad knowledge of the company's products and services and sells in a specifically assigned territory. He maintains contact with established customers and develops new prospects.

Senior salesperson: A salesperson at the highest level of selling responsibility. He is completely familiar with the company's products, services, and policies; he usually has years of experience and is assigned to major accounts and territories.

Sales supervisor: A veteran salesperson who, be-

TABLE III-5

How salespeople's total compensation is growing



Note: Compensation comprises salaries, plus commissions and incentives. Figures apply to consumer goods, industrial goods, and other (i.e., insurance, miscellaneous services, transportation, and utilities).

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

cause of his abilities and experience, leads others. Although his primary function is to direct the activities of and train salespeople and sales trainees, he may also sell to selected key accounts.

Sales-support personnel

Level I: This individual performs assigned tasks, using established procedures that require little evaluation. Generally reports to a supervisor.

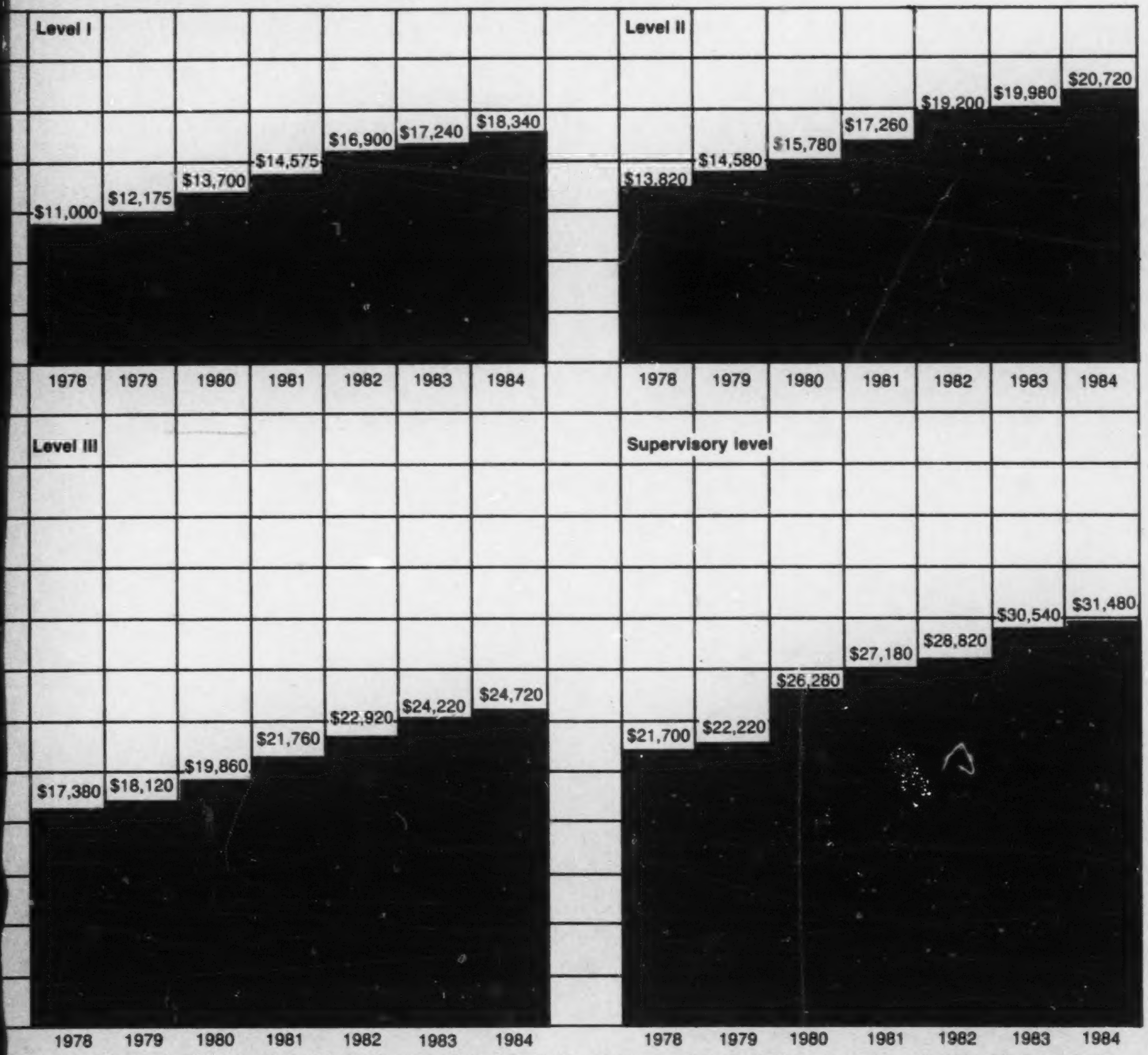
Level II: An intermediate-level worker who performs tasks involving limited responsibilities and standard procedures. Some originality and evaluation is required.

Level III: The highest nonsupervisory worker, expected to exercise considerable originality and make evaluations. On occasion, this person assists in training and supervising trainees and Level I employees.

Supervisor: This individual's primary job is to direct others in the accomplishment of assigned work. He also consults with superiors on more complex phases of assigned work.

TABLE III-6

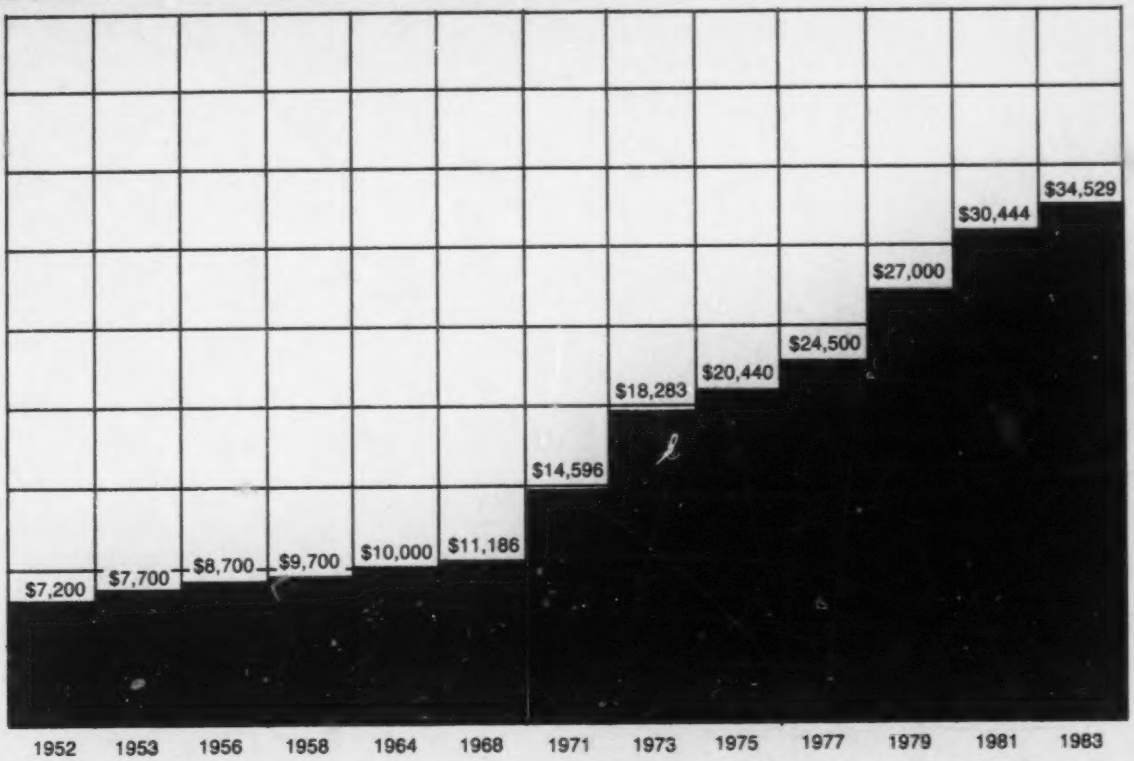
How compensation for sales-support personnel is growing



Note: Support personnel includes sales analysts, inside customer service representatives, sales correspondents, sales training representatives, and exhibit and display coordinators.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-7

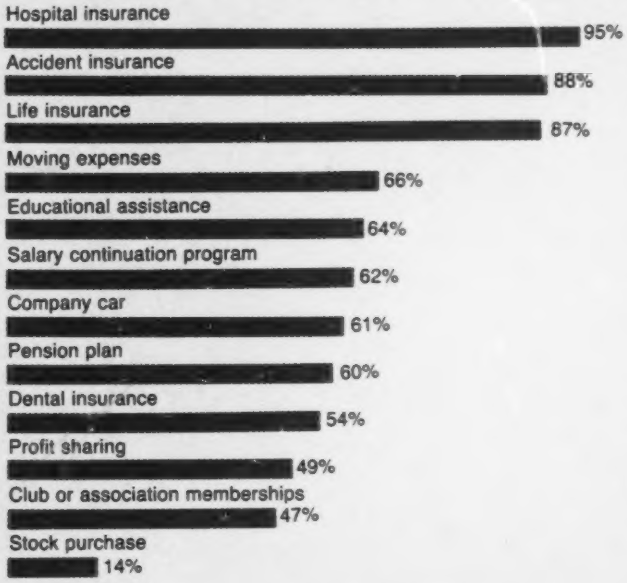
Average earnings of experienced sales reps: 1952–83



Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

TABLE III-8

Benefits paid by companies



Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

TABLE III-9

Earnings of salaried reps by selected industries

Industry Group	High Median	Low Median
Building materials	$35,000	$18,000
Computer products/services	33,000	35,000
Electrical equip.	48,000	18,000
Electronics	36,000	24,000
Fabricated metals	35,000	25,000
Food products	27,000	19,000
General machinery	39,000	25,000
Instruments & allied products	33,800	32,500
Iron & steel	30,000	22,000
Nonferrous metals	32,000	25,000
Rubber, plastics, & leather	35,000	20,000
Tools & hardware	33,000	19,000
Transportation equip.	35,000	20,000
13-industry average	**$34,750**	**$23,270**

Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

TABLE III-10

Starting salaries of trainees with college degrees

Functional Area	Average Annual Salary 1984	Average Annual Salary 1983	% Change 1983–84
Bachelor's Degree			
Sales—nontechnical degree	$18,300	$17,568	+4.2%
Sales—technical degree	23,484	22,560	+4.1
M.B.A. Candidates			
Business administration, industrial management, or commerce			
With nontechnical undergraduate degree[1]	$28,500	$26,580	+7.2%
With technical undergraduate degree	30,492	30,288	+0.7

[1] Less than one year full-time, nonmilitary employment.

Note: The salary survey is a study of beginning salary offers made to graduating students during the recruiting period September through June. The salary survey reports offers, not acceptances, with no limit on the number of offers per student. The data are submitted by 187 placement offices throughout the U.S.

Source: College Placement Council, *Salary Survey—A Study Of 1983–84 Beginning Offers*, Copyright 1984.

TABLE III-11

Starting salaries of college graduates to be hired

Field	Class Of 1985	Class Of 1984	% Change 1984–85
		Bachelor's Degree	
Sales-marketing	$20,616	$19,620	+ 5.1%
Business administration	19,896	19,416	+ 2.5
		M.B.A. Degree	
With technical B.S.	$31,800	$28,428	+11.9%
With nontechnical B.A.	30,348	28,764	+ 5.5

Note: Salaries shown are what companies offered, not what they actually paid.

Source: Northwestern Univ. Placement Center, *The Endicott Report 1985*; copyright 1984.

TABLE III-12

Salary statistics for M.B.A. graduates entering marketing

Field	Range	Average
Sales	$18,000–$50,000	$35,166
Marketing research	27,000–37,500	33,500
General marketing	30,000–42,000	36,482

Note: The survey sample includes graduates with two to four years experience prior to receiving their M.B.A.

Source: *1984 MBA Placement Survey*, Wharton Graduate School, Univ. of Pennsylvania.

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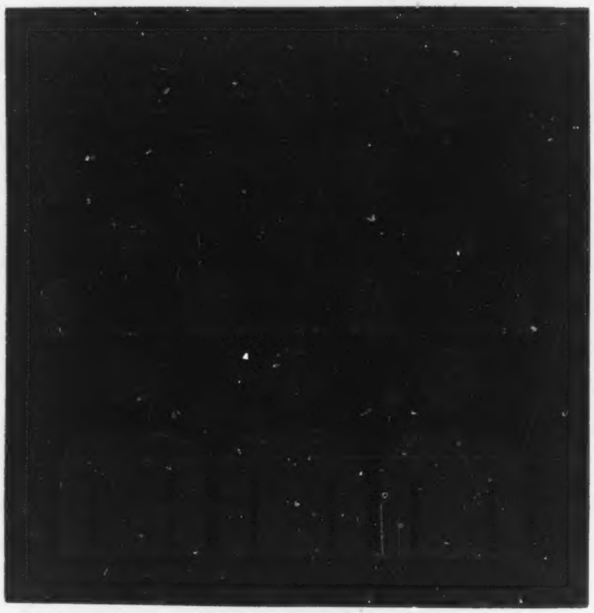
Sales meetings and sales training



Step-by-step sequence in preparing a sales meeting budget

Using information from *S&MM's Survey of Selling Costs*, a marketer can get a more reliable fix on the costs of a sales meeting. In the hypothetical example used here, a two-day divisional meeting is planned for St. Louis. Of the 48 people who will attend, 43 will arrive from out of town the evening before the meeting starts.

Hotel Costs	1. City (St. Louis)	2. No. Of Meeting Participants	3. No. Of Times Cost Is Incurred	4. Cost Per Person	11. Total Cost Per Meeting
5. Lodging	$65.00	48	91	$70.59	$6,424
6. Meals					
Breakfast	8.50	48	96	8.50	816
Lunch	13.00	48	96	13.00	1,248
Dinner	16.30	53	53	16.30	864
7. Coffee breaks	1.50	48	144	1.50	216
8. Cocktail party	8.20	53	53	4.10	217
9. Meeting room					—
10. Hospitality-suite rental					—
12. Subtotal (hotel costs)					**$9,785**
Supplementary costs					
13. Audiovisual rental					$ 292
14. Meals away from hotel					702
15. Transportation from airport to meeting site					774
16. Automobile rental					—
17. Transportation to and from meeting city					7,924
18. Entertainment, printed materials, handouts, etc.					1,275
19. Subtotal (supplementary costs)					**$10,967**
20. Grand total					**$20,752**
21. Number of participants					48
22. Average cost per participant					**$ 432**

Hotel costs

1. According to Table IV-4: Sales Meeting Costs (page 70), median group lodging rates range from $50 to $74 for a single room. For budget purposes, the sales manager plans to use a hotel that charges no more than $65 daily (Column 1, Line 5).
2. He enters the number of meeting participants who will attend each function in items 5 through 8.
3. The 43 people arriving the night before will need lodging for two nights, the other 5 only one night, so the number of times the lodging cost is incurred comes to 91 (Column 3, Line 5).
4. Table II-3: Meal and Lodging Tax Rates (page 53), indicates that St. Louis has a 8.6% room tax, which brings the cost per person to $70.59.
5. Multiplying this figure by the figure in Column 3 results in a total lodging cost of $6,424 (Column 11, Line 5).
6. Referring again to Table IV-4, he enters the cost of group meals in Column 1, Line 6: Breakfast, $8.50, Lunch, $13.00, and Dinner, $16.30. The two-day meeting will require two breakfasts and two lunches so the number of times those individual costs are incurred comes to 96. Multiplying that figure by each meal cost results in a total breakfast cost of $816, and a total lunch cost of $1,248. A reception and dinner will be held in the hotel at the end of the first day, and 5 people from top management will attend as guest speakers, bringing the number of attendees to 53. Multiplying that number by the meal cost results in a total dinner cost of $864.
7. The meeting will end early the afternoon of the second day so only three coffee breaks are planned (Column 3, Line 7).
8. Although the median rate for a two-hour reception is $8.20 (as indicated in Table IV-4), the sales manager plans only a one-hour function and cuts the cost in half to $4.10 (Column 4, Line 8).
9. Because he has reserved sleeping rooms and will have sizable meal functions, the sales manager knows that the hotel will waive meeting-room charges.
10. The same applies to hospitality-suite rental.
11. The total cost for each function is derived by multiplying the cost of each function by the number of times the cost will be incurred (Column 11).
12. Adding the functional costs in Column 11 results in a total hotel cost of $9,785.

Supplementary costs

13. The sales manager would have no audiovisual rental cost because he will use the overhead projector and screen normally furnished by hotels; however, he plans to rent a large TV screen and player for entertainment during the dinner function and he determines from Table V-4 (page 108) that he can expect to pay about $292 for this equipment (Line 13).
14. Dinner costs will have to be allowed for the 43 attendees arriving on the night before the meeting. Table II-1: Metro Sales Costs (page 42) shows that a dinner in St. Louis costs about $15.30. Table II-3 shows that St. Louis adds a 6.68% tax to meals, which brings the cost per person to $16.32. Multiplying this figure by 43 results in a $702 cost for meals away from the hotel (Line 14).
15. The taxi fare from airport to downtown, also found in Table II-1, indicates that the total cost for this item will come to $774 (Line 15).
16. The attendees will spend all their time at the meeting, hence there will be no need for auto rentals (Line 16).
17. The traffic department tells the sales manager that air coach fares for flying the 43 out-of-towners to New Orleans will aggregate $7,924. (Line 17).
18. The cost for transparencies, printed workshop materials, and the like is budgeted at $1,275 (Line 18).
19. Adding up the various supplementary items results in a subtotal of $10,967 (Line 19).
20. Combining hotel and supplementary costs provides a grand total of $20,752 (Line 20).
21. The number of participants is 48.
22. Dividing grand total costs by 48 results in an average cost per participant of $432 (Line 22). If this same procedure is followed for calculating the per-participant cost of other candidate cities, the sales manager will learn which location is a more economical choice.

TABLE IV-1
Average cost of sales training per salesperson

	Training Cost* Including Salary		% Increase	Median Training Period (Weeks)	
Type Of Company	**1984**	**1983**	**1983–84**	**1984**	**1983**
Industrial products	$25,700	$24,600	4.5%	18	20
Consumer products	17,810	16,600	7.2	18	18
Services**	18,100	16,000	13.1	13	20

*In addition to salary, covers such items as instructional materials prepared, purchased, and rented for training program; transportation and living expenses incurred during training course; instructional staff; outside seminars and courses; and management time spent with salesperson when it is a part of the training budget.

**Includes insurance, financial, utilities, transportation, retail stores, etc.

Source: Sales & Marketing Management survey.

TABLE IV-2
Sites most frequently used for sales training

	% Of Companies Conducting Training At This Location			Median Length of Training Time At This Location		
Location	**Industrial Products**	**Consumer Products**	**Services***	**Industrial Products**	**Consumer Products**	**Services***
Home office	60%	75%	50%	5 wk.	2 wk.	6 wk.
Field office	75	88	25	2 wk.	7 wk.	7 wk.
Regional office	50	38	45	6 wk.	2 wk.	4 wk.
Plant locations	25	13	0	2 wk.	1 wk.	0
Central training facility (away from home office)	50	13	12	2 wk.	2 wk.	1 wk.
Noncompany site (hotel, restaurant, club)	0	10	38	0	1 wk.	1 wk.

*Includes insurance, financial, utilities, transportation, retail stores, etc.

Note: Length of time should not necessarily be considered cumulative because not all training programs include all locations.

Source: Sales & Marketing Management survey.

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TABLE IV-3 **Length of training period for new salespeople**

	Type Of Company					
	Industrial Products		Consumer Products		Services*	
Time Period	**1984**	**1983**	**1984**	**1983**	**1984**	**1983**
0 to 6 wk.	35%	42%	31%	22%	35%	17%
Over 6 wk. to 3 mo.	20	8	51	33	12	0
Over 3 mo. to 6 mo.	40	33	18	45	30	50
Over 6 mo. to 12 mo.	5	8	0	0	23	33
Over 12 mo.	0	9	0	0	0	0
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Median Training Period (wk.)	**18**	**20**	**18**	**18**	**13**	**20**

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Source: Sales & Marketing Management survey.

S&MM'S FOUR SURVEY ISSUES

Survey of Buying Power, published in July, includes the most current estimates of the demographic and socioeconomic factors of regions, states, metropolitan markets, counties, and cities.

Survey of Buying Power—Part II, published in October, rearranges the basic *Survey* data in terms of TV and newspaper markets so that markets can be evaluated in media terms; it also gives a five-year projection of metropolitan markets, as well as current data on merchandise line sales fór several product categories.

Survey of Selling Costs, published in February, includes detailed information on the basic selling costs of the leading metropolitan markets in the U.S. and Canada, plus data on such marketing-related expenses as sales incentives, sales training, sales meetings, car rentals, and salespeople's compensation.

Survey of Industrial & Commercial Buying Power, published in April, provides data on 4-digit SIC industries, both manufacturing and nonmanufacturing, as well as ranking of leading counties for the more than 400 customer industries listed that buy goods and services from consumer and industrial establishments.

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TABLE IV-4 **Sales meeting costs**

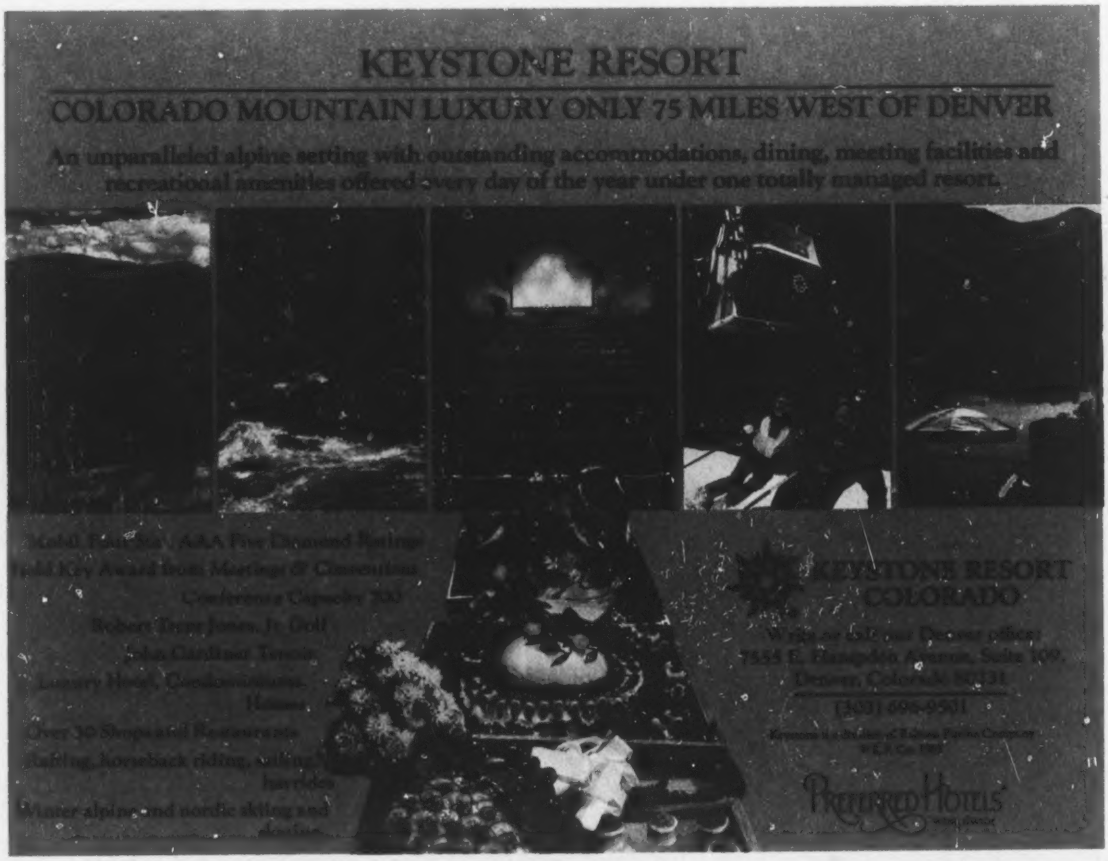
	Lodging (Group Rates)		Food And Beverage (Group Rates)		Hospitality Functions		Meeting Rooms
	Daily Room Rates						
City	Single	Double	Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Median Rental
Atlantic City, NJ	*Low:* Median $65.00 Range $55.00–$85.00 *High:* Median $112.00 Range $95.00–$145.00	*Low:* Median $70.00 Range $55.00–$85.00 *High:* Median $112.00 Range $95.00–$145.00	B—Median $6.95 Range $6.60–$10.10 L—Median $12.50 Range $10.00–$22.68 D—Median $24.30 Range $15.60–$27.70	Median $2.25 Range $1.95–$3.00	Median $120.00 Range $100.00–$200.00	Median $18.00 Range $16.00–$30.00	For 25: $ 60.00 For 50: $ 85.00 For 75: $100.00 For 100: $140.00
Atlanta, GA	*Low:* Median $60.00 Range $54.00–$78.00 *High:* Median $80.00 Range $60.00–$94.00	*Low:* Median $65.00 Range $59.00–$94.00 *High:* Median $85.00 Range $66.00–$105.00	B—Median $8.05 Range $7.90–$8.40 L—Median $9.70 Range $9.20–$11.90 D—Median $19.00 Range $15.75–$21.30	Median $3.50 Range $2.25–$4.25	Median $175.00 Range $150.00–$185.00	Median $13.50 Range $12.50–$17.00	For 25: $ 50.00 For 50: $100.00 For 75: $150.00 For 100: $200.00
Boston, MA	*Low:* Median $88.00 Range $80.00–$90.00 *High:* Median $96.00 Range $80.00–$120.00	*Low:* Median $108.00 Range $100.00–$113.00 *High:* Median $116.00 Range $100.00–$135.00	B—Median $10.05 Range $6.60–$11.00 L—Median $10.20 Range $7.80–$17.70 D—Median $22.50 Range $16.20–$26.85	Median $2.75 Range $2.50–$3.00	Median $100.00 Range $75.00–$150.00	Median $15.00 Range $12.50–$30.00	For 25: $100.00 For 50: $150.00 For 75: $200.00 For 100: $300.00
Chicago, IL	*Low:* Median $70.00 Range $44.00–$79.00 *High:* Median $85.00 Range $59.00–$99.00	*Low:* Median $85.00 Range $55.00–$89.00 *High:* Median $109.00 Range $79.00–$119.00	B—Median $9.30 Range $8.00–$9.35 L—Median $11.35 Range $11.00–$12.75 D—Median $16.20 Range $13.90–$19.75	Median $2.00 Range $2.00–$2.75	Median $210.00 Range $200.00–$250.00	Median $18.00 Range $15.00–$24.00	For 25: $ 85.00 For 50: $125.00 For 75: $150.00 For 100: $225.00
Cleveland, OH	*Low:* Median $55.00 Range $44.00–$65.00 *High:* Median $77.00 Range $56.00–$91.00	*Low:* Median $60.00 Range $52.00–$82.00 *High:* Median $89.00 Range $62.00–$103.00	B—Median $8.40 Range $4.65–$10.30 L—Median $12.60 Range $8.10–$12.80 D—Median $17.20 Range $13.90–$22.00	Median $1.75 Range $1.50–$2.40	Median $220.00 Range $175.00–$265.00	Median $14.50 Range $12.00–$20.00	For 25: $135.00 For 50: $175.00 For 75: $250.00 For 100: $300.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	 Double	Food And Beverage (Group Rates) Meals (Per Person)	 Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Dallas, TX	*Low:* Median $75.00 Range $50.00–$99.00 *High:* Median $90.00 Range $65.00–$99.00	*Low:* Median $85.00 Range $55.00–$109.00 *High:* Median $95.00 Range $75.00–$109.00	B—Median $8.20 Range $6.50–$10.60 L—Median $10.00 Range $9.50–$14.55 D—Median $16.50 Range $14.00–$27.90	Median $2.15 Range $2.00–$4.25	Median $172.00 Range $150.00–$250.00	Median $15.00 Range $10.00–$17.00	For 25: $ 75.00 For 50: $100.00 For 75: $150.00 For 100: $200.00
Denver, CO	*Low:* Median $62.50 Range $49.00–$88.00 *High:* Median $107.00 Range $65.00–$122.00	*Low:* Median $67.50 Range $49.00–$108.00 *High:* Median $110.00 Range $75.00–$122.00	B—Median $7.55 Range $6.30–$10.30 L—Median $9.50 Range $7.20–$14.65 D—Median $16.50 Range $8.40–$24.40	Median $3.25 Range $2.60–$4.95	Median $150.00 Range $75.00–$500.00	Median $13.00 Range $10.00–$30.00	For 25: $130.00 For 50: $140.00 For 75: $185.00 For 100: $215.00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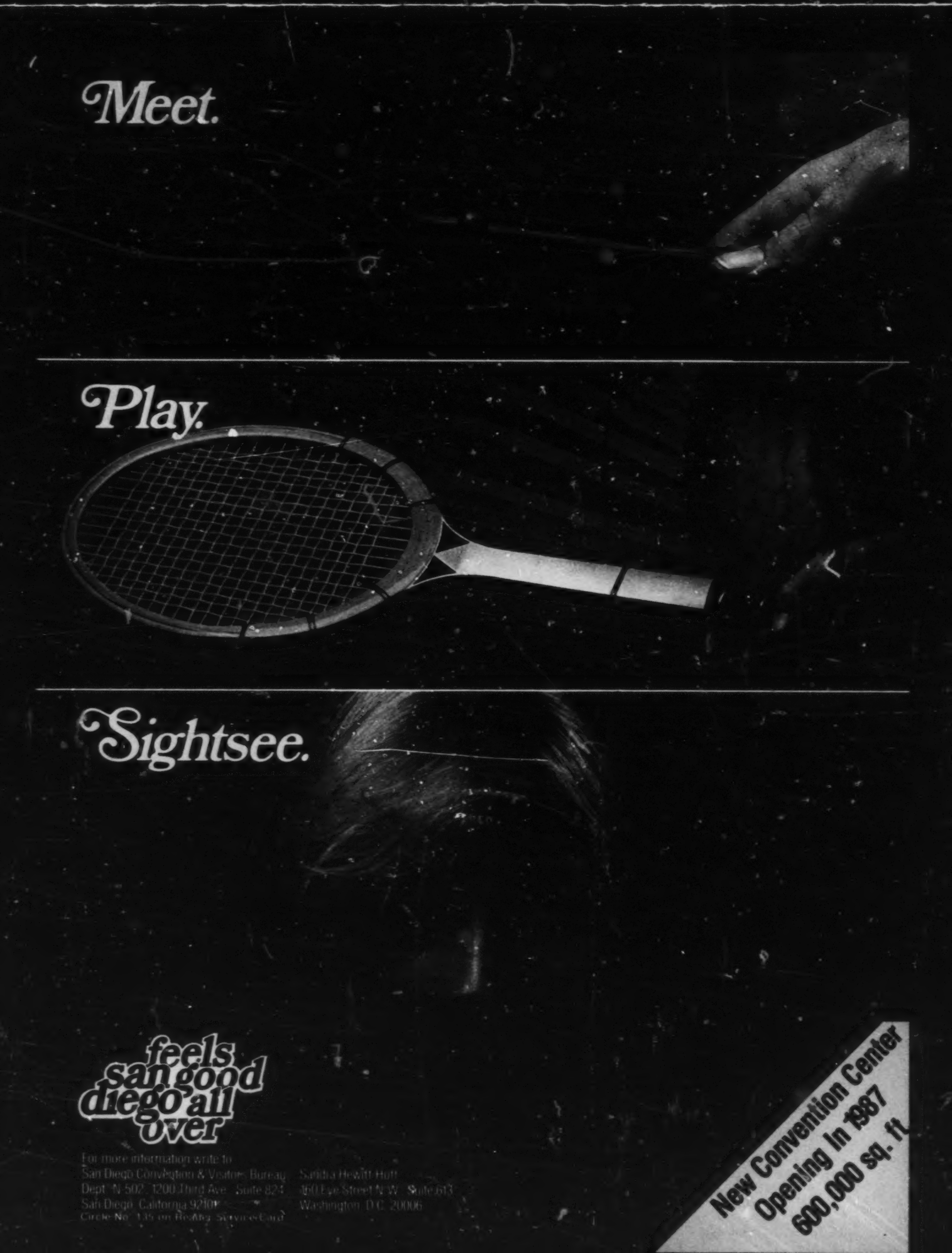
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TABLE IV-4 **Sales meeting costs**

City	**Lodging (Group Rates)** Daily Room Rates Single	Double	**Food And Beverage (Group Rates)** Meals (Per Person)	Coffee Break With Rolls (Per Person)	**Hospitality Functions** Hospitality-Suite Rental	2-Hr. Reception with Hors d'Oeuvres (Per Person)	**Meeting Rooms** Median Rental
Minneapolis, MN	*Low:* Median $75.00 Range $60.00–$90.00 *High:* Median $80.00 Range $75.00–$90.00	*Low:* Median $85.00 Range $75.00–$95.00 *High:* Median $90.00 Range $90.00–$95.00	B—Median $9.50 Range $7.80–$9.75 L—Median $12.45 Range $11.40–$15.50 D—Median $20.40 Range $16.20–$21.00	Median $2.50 Range $1.50–$2.75	Median $200.00 Range $125.00–$250.00	Median $12.00 Range $10.00–$15.00	For 25: $110.00 For 50: $150.00 For 75: $200.00 For 100: $230.00
New Orleans, LA	*Low:* Median $79.00 Range $55.00–$109.00 *High:* Median $90.00 Range $55.00–$109.00	*Low:* Median $80.00 Range $65.00–$129.00 *High:* Median $110.00 Range $65.00–$129.00	B—Median $7.60 Range $6.20–$12.50 L—Median $15.00 Range $10.00–$15.25 D—Median $25.00 Range $11.20–$25.40	Median $3.35 Range $3.00–$3.75	Median $210.00 Range $130.00–$250.00	Median $16.00 Range $11.00–$20.00	For 25: $ 75.00 For 50: $100.00 For 75: $130.00 For 100: $130.00
New York, NY	*Low:* Median $85.00 Range $70.00–$110.00 *High:* Median $95.00 Range $70.00–$110.00	*Low:* Median $110.00 Range $75.00–$130.00 *High:* Median $120.00 Range $75.00–$130.00	B—Median $12.50 Range $10.00–$16.30 L—Median $25.05 Range $18.80–$28.00 D—Median $31.30 Range $27.55–$33.80	Median $3.00 Range $2.95–$4.40	Median $200.00 Range $150.00–$250.00	Median $21.00 Range $17.00–$50.00	For 25: $150.00 For 50: $150.00 For 75: $400.00 For 100: $400.00
Oakland, CA	*Low:* Median $65.00 Range $55.00–$77.00 *High:* Median $75.00 Range $65.00–$77.00	*Low:* Median $75.00 Range $55.00–$89.00 *High:* Median $85.00 Range $75.00–$89.00	B—Median $9.70 Range $6.70–$10.30 L—Median $15.80 Range $7.90–$16.40 D—Median $24.30 Range $10.30–$25.00	Median $2.00 Range $2.00–$2.50	Median $125.00 Range $100.00–$150.00	Median $11.00 Range $10.00–$20.00	For 25: $100.00 For 50: $200.00 For 75: $250.00 For 100: $350.00
Orlando, FL	*Low:* Median $52.00 Range $49.00–$55.00 *High:* Median $65.00 Range $49.00–$78.00	*Low:* Median $58.00 Range $58.00–$65.00 *High:* Median $75.00 Range $59.00–$88.00	B—Median $7.55 Range $5.90–$7.85 L—Median $10.30 Range $9.48–$14.80 D—Median $19.40 Range $15.15–$21.70	Median $2.30 Range $1.80–$2.75	Median $125.00 Range $125.00–$300.00	Median $21.00 Range $15.00–$27.00	For 25: $ 80.00 For 50: $100.00 For 75: $150.00 For 100: $200.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-4 **Sales meeting costs**

	Lodging (Group Rates)		Food And Beverage (Group Rates)		Hospitality Functions		Meeting Rooms
City	Daily Room Rates Single	Double	Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Median Rental
Philadelphia, PA	*Low:* Median $62.00 Range $41.00–$74.00 *High:* Median $65.00 Range $52.00–$94.00	*Low:* Median $70.00 Range $47.00–$89.00 *High:* Median $75.00 Range $58.00–$109.00	B—Median $7.10 Range $4.35–$8.70 L—Median $12.40 Range $7.70–$14.90 D—Median $18.15 Range $10.50–$19.85	Median $1.95 Range $1.50–$2.00	Median $145.00 Range $100.00–$370.00	Median $11.00 Range $9.00–$18.00	For 25: $ 75.00 For 50: $150.00 For 75: $200.00 For 100: $300.00
Phoenix-Scottsdale, AZ	*Low:* Median $70.00 Range $50.00–$85.00 *High:* Median $80.00 Range $72.00–$85.00	*Low:* Median $80.00 Range $60.00–$85.00 *High:* Median $90.00 Range $85.00–$87.00	B—Median $6.35 Range $4.85–$7.85 L—Median $9.30 Range $6.05–$12.50 D—Median $12.35 Range $8.50–$16.20	Median $2.50 Range $2.50–$4.50	Median $150.00 Range $90.00–$200.00	Median $18.00 Range $15.00–$23.00	For 25: $150.00 For 50: $150.00 For 75: $150.00 For 100: $150.00
Pittsburgh, PA	*Low:* Median $65.00 Range $43.00–$65.00 *High:* Median $75.00 Range $43.00–$79.00	*Low:* Median $75.00 Range $53.00–$75.00 *High:* Median $85.00 Range $53.00–$94.00	B—Median $7.20 Range $4.85–$9.60 L—Median $9.60 Range $6.05–$12.00 D—Median $16.35 Range $9.00–$20.85	Median $1.95 Range $1.00–$2.00	Median $75.00 Range $75.00–$100.00	Median $14.00 Range $11.25–$19.00	For 25: $ 50.00 For 50: $ 65.00 For 75: $100.00 For 100: $150.00
Reno, NV	*Low:* Median $49.00 Range $37.00–$63.00 *High:* Median $67.00 Range $45.00–$82.00	*Low:* Median $49.00 Range $42.00–$63.00 *High:* Median $69.00 Range $51.00–$82.00	B—Median $6.95 Range $6.65–$9.60 L—Median $7.70 Range $7.70–$15.00 D—Median $19.95 Range $14.45–$22.70	Median $1.95 Range $1.90–$2.50	Median $100.00 Range $100.00–$150.00	Median $22.00 Range $18.00–$29.00	For 25: $100.00 For 50: $150.00 For 75: $150.00 For 100: $225.00
St. Louis, MO	*Low:* Median $54.00 Range $50.00–$74.00 *High:* Median $70.00 Range $62.00–$75.00	*Low:* Median $62.00 Range $59.00–$89.00 *High:* Median $85.00 Range $72.00–$86.00	B—Median $8.50 Range $6.65–$10.35 L—Median $13.00 Range $10.90–$14.60 D—Median $16.30 Range $12.90–$22.00	Median $1.50 Range $1.25–$2.75	Median $185.00 Range $75.00–$350.00	Median $8.20 Range $5.95–$12.00	For 25: $ 75.00 For 50: $110.00 For 75: $175.00 For 100: $250.00

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Source: Sales & Marketing Management survey.

TABLE IV-4 **Sales meeting costs**

	Lodging (Group Rates)		Food And Beverage (Group Rates)		Hospitality Functions		Meeting Rooms
City	Daily Room Rates Single	Double	Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Median Rental
San Antonio, TX	*Low:* Median $77.00 Range $56.00–$80.00 *High:* Median $90.00 Range $56.00–$95.00	*Low:* Median $90.00 Range $64.00–$92.00 *High:* Median $102.00 Range $64.00–$110.00	B—Median $8.90 Range $7.60–$10.15 L—Median $12.40 Range $12.00–$13.00 D—Median $21.78 Range $20.40–$29.00	Median $3.00 Range $2.50–$3.00	Median $175.00 Range $150.00–$200.00	Median $14.00 Range $11.00–$25.00	For 25: $100.00 For 50: $150.00 For 75: $200.00 For 100: $225.00
San Diego, CA	*Low:* Median $79.00 Range $62.00–$105.00 *High:* Median $95.00 Range $62.00–$105.00	*Low:* Median $85.00 Range $72.00–$130.00 *High:* Median $105.00 Range $72.00–$130.00	B—Median $10.90 Range $7.80–$11.50 L—Median $13.30 Range $10.90–$14.50 D—Median $23.00 Range $17.00–$26.60	Median $2.10 Range $1.75–$2.25	Median $250.00 Range $150.00–$350.00	Median $18.00 Range $15.00–$25.00	For 25: $135.00 For 50: $210.00 For 75: $325.00 For 100: $450.00
San Francisco, CA	*Low:* Median $85.00 Range $54.00–$116.00 *High:* Median $110.00 Range $88.00–$140.00	*Low:* Median $95.00 Range $60.00–$135.00 *High:* Median $133.00 Range $94.00–$160.00	B—Median $10.60 Range $8.95–$11.90 L—Median $14.80 Range $10.95–$19.00 D—Median $22.50 Range $14.25–$38.00	Median $2.50 Range $2.00–$2.75	Median $225.00 Range $75.00–$300.00	Median $17.00 Range $14.00–$27.50	For 25: $175.00 For 50: $275.00 For 75: $275.00 For 100: $375.00
Seattle, WA	*Low:* Median $55.00 Range $50.00–$115.00 *High:* Median $65.00 Range $55.00–$160.00	*Low:* Median $65.00 Range $60.00–$135.00 *High:* Median $75.00 Range $65.00–$180.00	B—Median $8.55 Range $7.40–$9.10 L—Median $12.20 Range $12.15–$20.90 D—Median $24.00 Range $17.20–$30.70	Median $3.00 Range $2.00–$3.25	Median $175.00 Range $100.00–$250.00	Median $13.50 Range $11.00–$13.50	For 25: $110.00 For 50: $150.00 For 75: $150.00 For 100: $225.00
Washington, DC	*Low:* Median $85.00 Range $75.00–$85.00 *High:* Median $110.00 Range $95.00–$125.00	*Low:* Median $95.00 Range $85.00–$95.00 *High:* Median $125.00 Range $105.00–$145.00	B—Median $10.80 Range $9.50–$22.95 L—Median $16.80 Range $14.50–$24.80 D—Median $31.50 Range $19.40–$55.80	Median $2.95 Range $2.25–$3.75	Median $300.00 Range $175.00–$310.00	Median $20.00 Range $18.00–$40.00	For 25: $200.00 For 50: $250.00 For 75: $310.00 For 100: $450.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-5 **Selected conference centers**

Facilities & Rates	**Arrowwood Of Westchester** *Rye Brook, NY*	**Breckenridge Conference Ctr.** *St. Louis, MO*	**Dunfey Hyannis Resort and Conference Ctr.** *Hyannis, MA*	**Fort Magruder** *Williamsburg, VA*	**Heritage Village* Conference Ctr.** *Southbury, CT*
Sleeping rooms	274	223	224	224	121
Capacity	444	300	448	700	240
Meeting rooms	31	32	19	9	20
Rate/person/day (double occupancy)	$175[2]	$135[2]	$50–$134[1]	$80[1]	$160[2]
Nearest major airport	La Guardia, New York City	Lambert International, St. Louis	Logan International, Boston	Norfolk Airport	La Guardia, New York City
Driving time from Center to airport	40 min.	30 min.	1½ hours	45 min.	1½ hours
Recreation	9-hole golf course, 2 swiming pools (indoor and outdoor), 4 tennis courts (2 lighted), health club, sauna, game room, croquet, basketball, racquetball and squash facilities, par jogging, access to horseback riding	Access to 2 18-hole golf courses, 2 swimming pools (indoor and outdoor), 8 outdoor tennis courts (4 lighted), 9 indoor tennis courts, 6 racquetball courts, game room, health club, 5 tanning booths, indoor basketball jogging track	18-hole golf course, 2 putting greens, 2 swimming pools (indoor and outdoor), 2 tennis courts, 2 health clubs (men's and women's) sauna, jacuzzi, Roman bath, game room, sightseeing tours, horseback riding	Outdoor swimming pool, 2 lighted tennis courts, 2 saunas (men's and women's), whirlpool, exercise room, game room	Access to 9- and 18-hole golf courses, outdoor swimming pool, 2 (lighted) tennis courts, volleyball, health club, sauna, whirlpool, jacuzzi, game room with billiards, access to skiing, ice skating, and horseback riding

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Facilities & Rates	**Holiday Inn Executive Conference Ctr.** *Memphis, TN*	**The Houstonian Hotel & Club** *Houston, TX*	**Indigo Lakes Conference Ctr.** *Daytona Beach, FL*	**James L. Knight Conference Ctr.** *Miami, FL*	**Lion Square Lodge & Conference Ctr.** *Vail, CO*
Sleeping rooms	177	300	148	615	161
Capacity	225	400	300	5,000	476
Meeting rooms	25	26	18	37	5
Rate/person/day (double occupancy)	$84[2]	$110[2]	$30[1]	$102[1]	Seasonal
Nearest major airport	Memphis International	Houston Intercontinental	Daytona Airport	Miami International	Denver Airport
Driving time from center to airport	25 min.	30 min.	5 min.	10 min.	2 hours
Recreation	18-hole golf course, outdoor swimming pool, 2 lighted tennis courts, health club, sauna, game room, basketball, volleyball, fishing, bicycling, hiking, jogging paths, horseshoes	Access to 18-hole golf course, 2 outdoor swimming pools, 5 lighted tennis courts, health club, sauna, 8 racquetball courts, indoor and outdoor running tracks, basketball, volleyball	18-hole golf course, putting greens and driving range, outdoor swimming pool, 8 lighted tennis courts, sauna, exercise room, par jogging course	Outdoor swimming pool, access to golf, tennis, boating, and the beach	Outdoor swimming pool, 3 outdoor hot tubs, 2 saunas, cross-country and down hill skiing, access to 4 golf courses, ice skating, tennis courts, and horseback riding

(continued on next page)

Source: Sales & Marketing Management survey.

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Yacht and Country Club

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TABLE IV-5 **Selected conference centers** *(continued)*

Facilities & Rates	**Peachtree Sheraton Conference Ctr.** *Peachtree City, GA*	**Scanticon-Princeton Executive Ctr. & Hotel** *Princeton, NJ*	**Scottsdale Conference Ctr. & Resort Hotel** *Scottsdale, AZ*	**Sheraton Inn & Conference Ctr.** *Boxborough, MA*	**Woodlands Inn & Country Club** *Woodlands, TX*
Sleeping rooms	252	300	261	143	268
Capacity	600	400	500	300	494
Meeting rooms	24	26	30	14	20
Rate/person/day (double occupancy)	$125.85[2]	$172[2]	$120–$175[2]	$40[1]	$118–$145[2]
Nearest major airport	Atlanta, Hartsfield International	Newark International	Phoenix International	Logan International, Boston	Houston Intercontinental
Driving time from center to airport	25 min.	45 min.	25 min.	50 min.	20 min.
Recreation	Access to 27-hole golf course, 2 swimming pools (indoor and outdoor), 3 lighted tennis courts, 2 indoor racquetball courts, 2 saunas (men's & women's), exercise room, jacuzzi, access to jogging courses	Access to 9- and 18-hole golf courses, indoor pool, 4 lighted tennis courts, 2 saunas (men's & women's), whirlpool, exercise room, game room, par jogging course, access to ballooning, gliding, river rafting and horseback riding	2 18-hole golf courses, 2 outdoor swimming pools, 8 tennis courts (5 lighted), 2 health clubs (men's & women's), game room, desert jeep tours, bicycling, access to horseback riding and sailing	2 swimming pools (indoor and outdoor), 2 tennis courts, exercise room, sauna, downhill and cross-country skiing, ice skating, jogging trails, volleyball, softball, horseshoes, outdoor barbecue areas	3 PGA golf courses, 2 outdoor swimming pools, 24 outdoor tennis courts, 7 indoor tennis courts, equestrian center, health club, indoor ice rink, acquatic center, game room

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[1] European plan.
[2] Full American plan.

Source: Sales & Marketing Management survey.

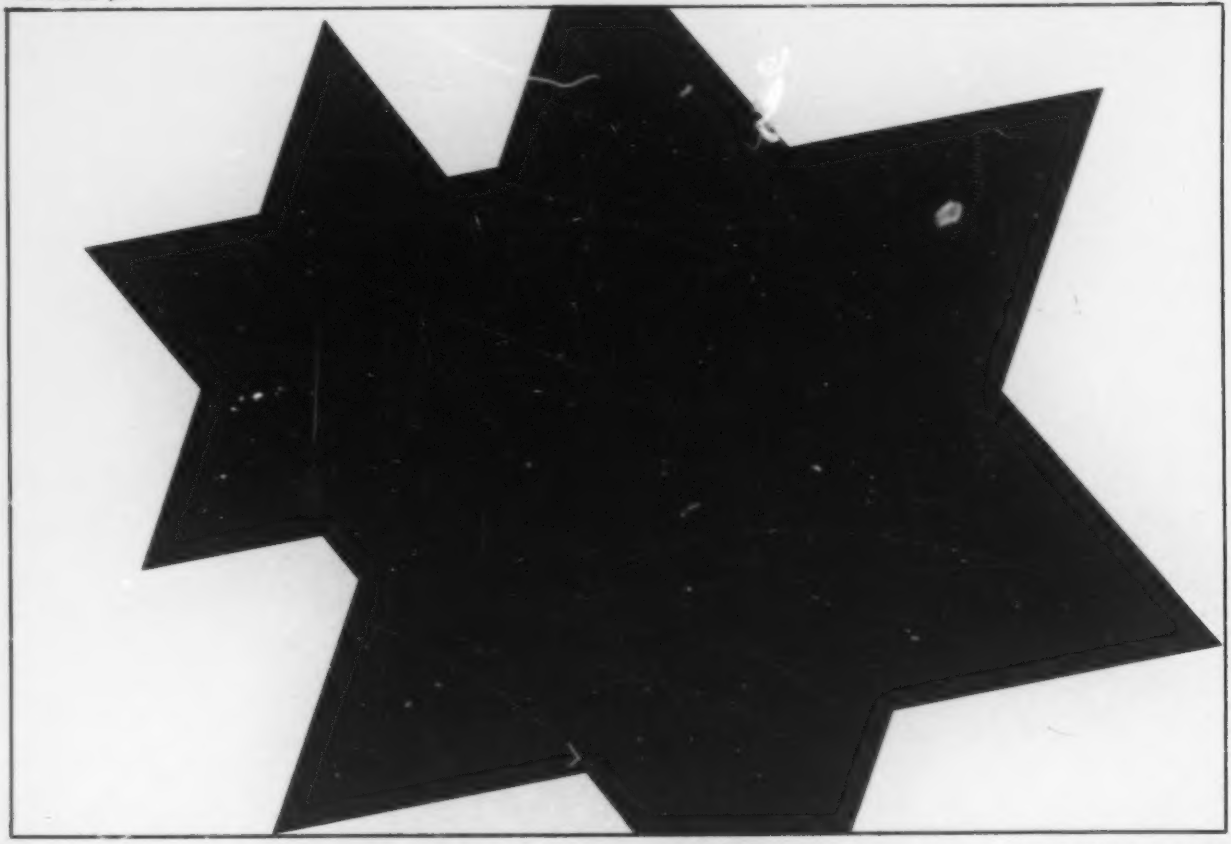

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TABLE IV-6 **Selected resort hotels**

Facilities & Rates	**Boca Raton Hotel & Club** *Boca Raton, FL*	**Broadmoor Hotel** *Colorado Springs, CO*	**Cloister Hotel** *Sea Island, GA*	**Desert Inn** *Las Vegas, NV*
Sleeping rooms	913	560	264	818
Meeting rooms	36	36	15	8
Average group lodging rates	IN SEASON 1/1–4/15 Single: $225 Double: $250 4/16–5/31; 10/1–12/31 Single: $160 Double: $185 OFF SEASON 6/1–9/30 Single: $95 Double: $115	IN SEASON 6/1–9/30 Single: $145 Double: $155 10/1–5/31 Single: $125 Double: $135 OFF SEASON 12/1–3/31 Single: $80 Double: $90	IN SEASON 3/16–5/31 Single: $152–$252 Double: $190–$290 6/1–11/30 Single: $128–$228 Double: $166–$266 2/16–3/15 Single: $112–$220 Double: $150–$258 OFF SEASON 12/1–2/15 Single: $112–$150 Double: $150–$188	IN SEASON 1/1–5/31; 9/1–12/15 Single: $70 Double: $70 OFF SEASON 6/1–8/31 Single: $50 Double: $50
Approximate group meal costs (tax and tip included)	Breakfast and dinner included in rates.	B $10.00 L $13.00 D $24.00	Breakfast, lunch, and dinner included in rates	B $ 7.00 L $10.00 D $14.25
Recreation:				
Golf	Access to 1 18-hole course Access to 4 other courses	3 18-hole courses	3 18-hole courses	1 18-hole course
Swimming	4 outdoor pools, beach	3 outdoor pools	2 outdoor pools, beach	7 outdoor pools
Tennis	22 outdoor courts	16 courts (2 indoor)	18 outdoor courts	10 outdoor courts
Horseback riding	No	No	Yes	No
Health club	Yes	Yes	No	Yes
Sauna	Yes	No	No	Yes
Meal plan	Modified American	Modified American	Full American	European, Modified or Full American
Nearest airport	Fort Lauderdale	Colorado Springs Municipal	Brunswick Airport	McCarran International
Distance/time from airport	19 mi. 30 min.	8 mi. 15 min.	15 mi. 20 min.	4 mi. 15 min.

Dorai Country Club *Miami, FL*	**Greenbrier** *White Sulphur Springs, WV*
655 33	700 31
IN SEASON 1/1–3/31 Single: $143 Double: $143 4/1–4/30 Single: $125 Double: $125 SHOULDER SEASON 5/1–5/31 Single: $96 Double: $96 10/1–12/20 Single: $102 Double: $102 OFF SEASON 6/1–9/30 Single: $62 Double: $62	IN SEASON 4/1–10/31 Single: $222 Double: $126 OFF SEASON 1/1–3/31 Single: $115 Double: $ 96
B $ 9.50 L $10.20 D $22.50	Breakfast and dinner included in rates.
4 18-hole courses, 9-hole course 1 outdoor pool 19 outdoor courts	3 18-hole courses 2 pools (1 outdoor) 20 outdoor courts (5 indoor)
No	Yes
Yes Yes	Yes Yes
European, Modified or Full American	Modified American
Miami International	Greenbrier Valley
6 mi. 10 min.	12 mi. 15 min.

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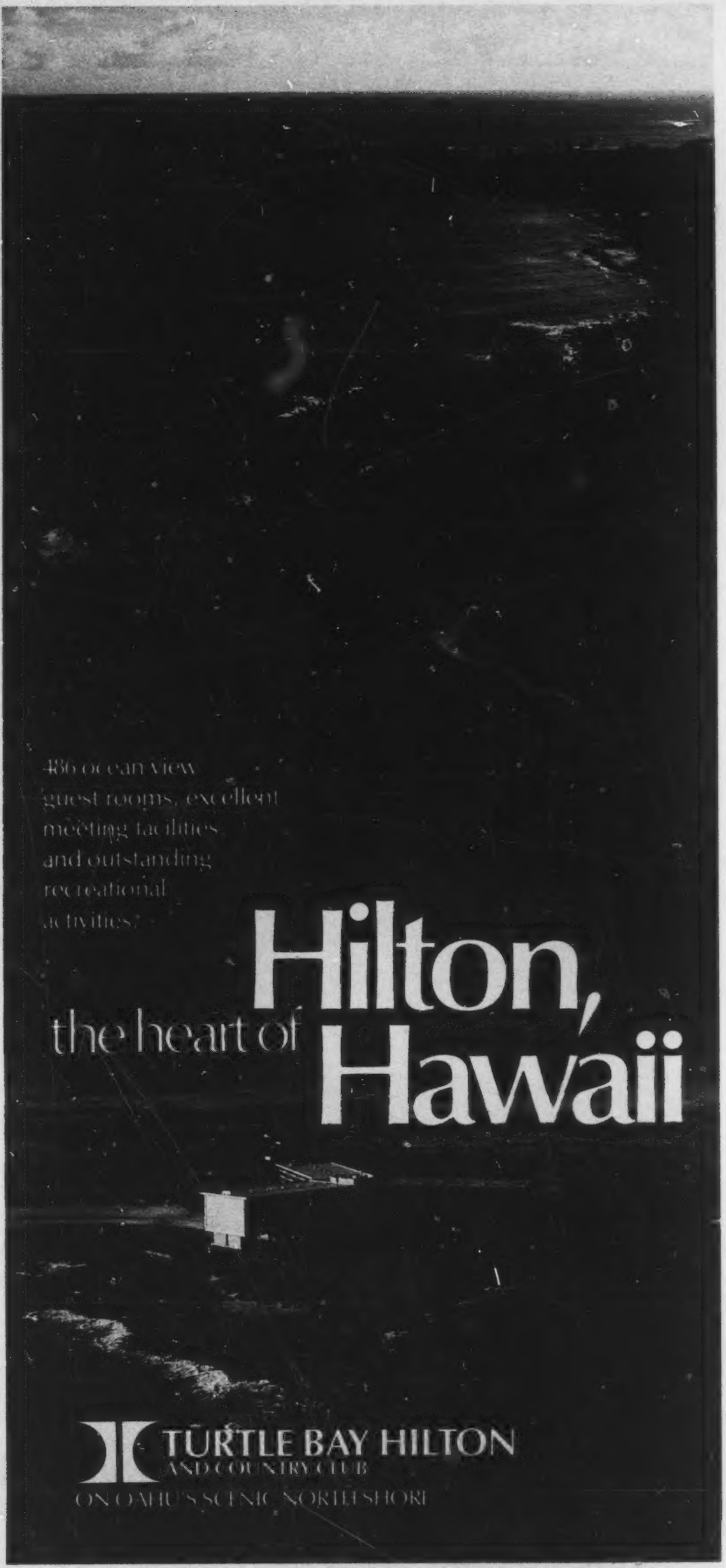

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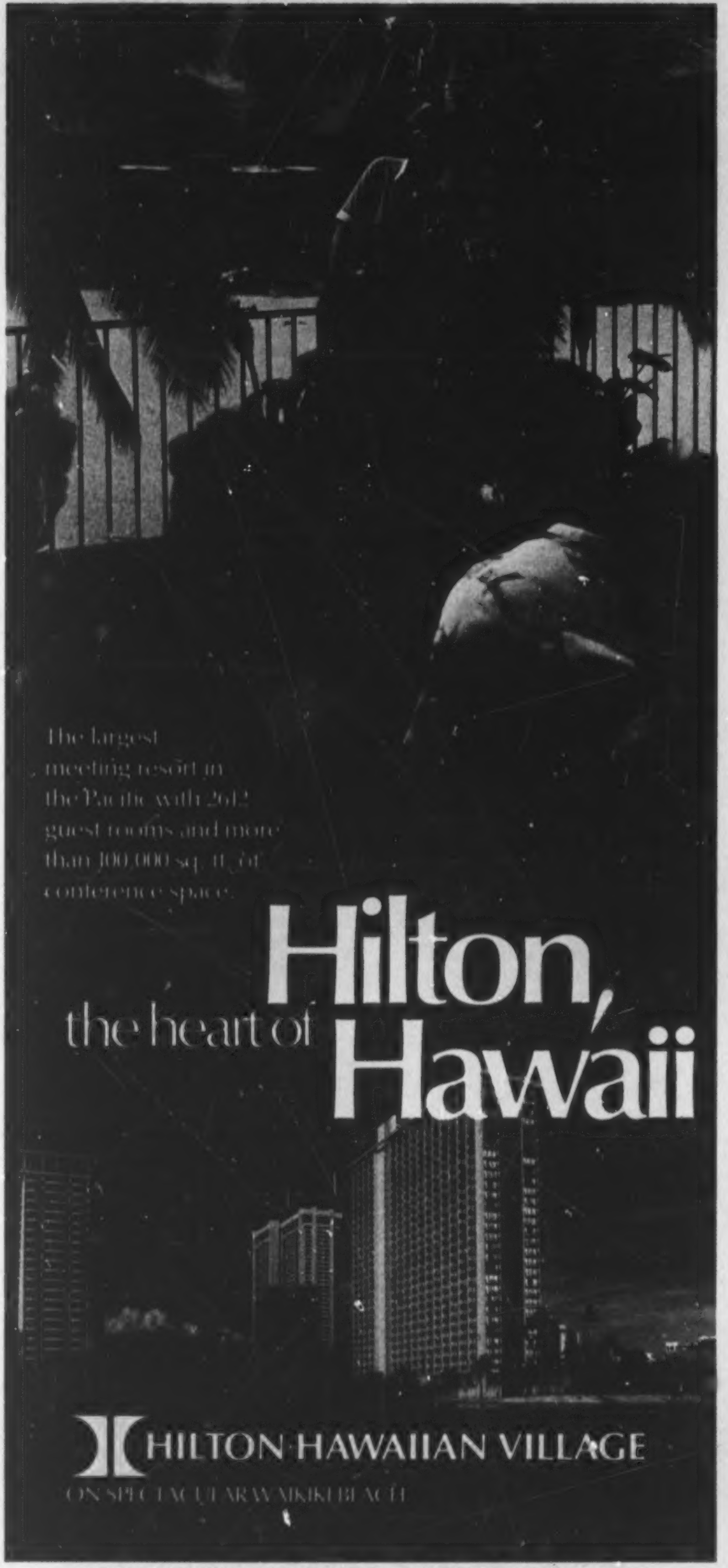
TABLE IV-6 **Selected resort hotels**

Facilities & Rates	**Grenelefe Golf & Tennis Resort** *Grenelefe, FL*
Sleeping rooms	950
Meeting rooms	23
Average group lodging rates	IN SEASON 1/6–4/27 Single: $115–$150 Double: $115–$150 4/28–6/15 Single: $75–$110 Double: $75–$110 9/15–1/5 Single: $75–$110 Double: $75–$110 OFF SEASON 6/16–9/14 Single: $60–$80 Double: $60–$80
Approximate group meal costs (tax and tip included)	B $ 7.50 L $ 8.25 D $17.50
Recreation:	
Golf	3 18-hole courses
Swimming	4 outdoor pools
Tennis	13 outdoor courts
Horseback riding	No
Health club	No
Sauna	Yes
Meal plan	Modified or Full American
Nearest airport	Orlando International
Distance/time from airport	45 mi. 50 min.

(continued)

Grossinger Hotel *Liberty, NY*	**Halekulani Hotel** *Honolulu, HI*
600 38	456 8
IN SEASON 5/1–6/30 Single: $60–$74 Double: $82–$100 7/1–8/31 Single: $60–$71 Double: $82–$103 9/1–10/31 Single: $60–$74 Double: $82–$100 OFF SEASON 1/1–4/30 Single: $56–$70 Double: $78–$94	IN SEASON 1/20–4/7 Single: $175 Double: $175 SHOULDER SEASON 6/2–9/30 Single: $125 Double: $125 OFF SEASON 4/8–6/1 Single: $145 Double: $145
B $ 7.50 L $10.75 D $22.95	B $15.25 L $24.00 D $32.00
1 18-hole course 1 9-hole course 3 pools (2 outdoor), beach 16 courts (4 indoor)	Access to 2 18-hole courses Outdoor pool, beach Access to 10 indoor courts
Access to	No
Yes Yes	No No
Full American	European Plan
Newark International	Honolulu International
100 mi. 2 hours	6 mi. 15 min.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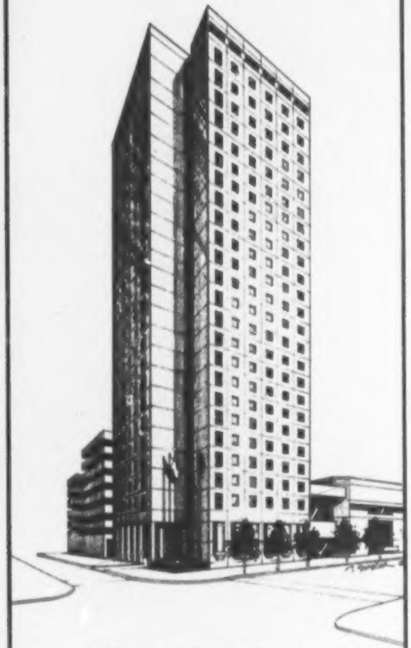

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TABLE IV-6 **Selected resort hotels**

Facilities & Rates	**Hershey Lodge & Convention Center** *Hershey, PA*	**Hilton Hawaiian Village** *Honolulu, HI*
Sleeping rooms	425	2,612
Meeting Rooms	27	26
Average group lodging rates	IN SEASON 5/1–9/30 Single: $82 Double: $86 OFF SEASON 10/1–4/30 Single: $60 Double: $66	YEAR-ROUND Single: $75–$130 Double: $75–$130
Approximate group meal costs (tax and tip included)	B $ 8.40 L $10.75 D $20.50	B $10.70 L $12.40 D $25.50
Recreation:		
Golf	Access to 1 18-hole course and 1 9-hole course	No
Swimming	2 pools (1 outdoor)	3 outdoor pools
Tennis	4 courts (4 indoor)	No
Horseback riding	No	No
Health club	Yes	No
Sauna	Yes	No
Meal plan	European, Modified or Full American	European, Modified or Full American
Nearest airport	Harrisburg International	Honolulu International
Distance/time from airport	12 mi. 15 min.	8 mi. 20 min.

Circle No. 153 on Reader Service Card

(continued)

Innisbrook *Tarpon Springs, FL*	**Keystone Lodge & Conference Center** *Keystone, CO*	**LaCosta Hotel & Spa** *Carlsbad, CA*
1,000 40	900 14	310 11
IN SEASON 2/3–5/4 Single: $118 Double: $128 1/1–2/2; 5/5–6/15 9/15–12/31 Single: $83 Double: $93 OFF SEASON 6/16–9/14 Single: $50 Double: $60	IN SEASON 12/24–4/1 Single: $102 Double: $115 6/3–10/7 Single: $85 Double: $90 OFF SEASON 4/8–6/3, 10/7–12/24 Single: $66 Double: $71	YEAR-ROUND Single: $135 Double: $135
B $ 7.80 L $ 8.45 D $23.00	B $ 7.60 L $11.00 D $18.50	B $ 9.10 L $12.25 D $28.00
2 18-hole courses and 1 27-hole course 5 outdoor pools, beach 1 mi. 18 outdoor courts	1 18-hole course 10 pools (4 outdoor) 14 courts (2 indoor)	2 18-hole courses 4 outdoor pools, beach 1 mi. 25 outdoor courts
Access to	Yes	No
Yes Yes	No Yes	Yes Yes
European, Modified or Full American	European	European, Modified or Full American
Tampa International	Denver	San Diego
20 mi. 25 min.	75 mi. 40 min.	30 mi. 35 min.

Source: Sales & Marketing Management survey

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TABLE IV-6 **Selected resort hotels**

Facilities & Rates	**Loews Ventana Canyon Resort** *Tucson, AZ*	**Maui Marriott Resort** *Maui, HI*	**Olympia Resort & Spa** *Oconomowoc, WI*	**Pheasant Run Hotel** *St. Charles, IL*	**Pineisle Resort** *Buford, GA*
Sleeping rooms	366	720	400	550	250
Meeting rooms	25	10	20	37	19
Average group lodging rates	IN SEASON 1/15–5/15 Single: $120 Double: $120 10/1–1/14 Single: $90 Double: $90 OFF SEASON 5/16–9/30 Single: $55 Double: $55	YEAR-ROUND Single: $125 Double: $125	IN SEASON 6/16–9/15 Single: $78 Double: $82 5/1–6/15 Single: $60 Double: $64 9/16–10/1 Single: $60 Double: $64 OFF SEASON 1/1–4/30; 10/31–12/31 Single: $52 Double: $56	IN SEASON 4/15–11/15 Single: $63–$90 Double: $72–$100 OFF SEASON 11/15–4/15 Single: $60–$75 Double: $74–$90	IN SEASON 2/24–11/23 Single: $155 Double: $185
Approximate group meal costs (tax and tip included)	B $ 8.75 L $12.95 D $25.95	B $13.25 L $14.50 D $34.00	B $ 6.00 L $ 8.00 D $16.00	B $ 6.95 L $ 9.95 D $19.95	B $ 9.00 L $12.80 D $26.90
Recreation:					
Golf	1 18-hole course, 1 9-hole course	Access to 2 18-hole courses	1 18-hole course	1 18-hole course	1 18-hole course
Swimming	2 outdoor pools	2 outdoor pools, beach	2 pools (1 outdoor), beach	3 pools (1 outdoor)	1 outdoor pool, beach
Tennis	6 outdoor courts	5 outdoor courts	11 courts (4 indoor)	18 courts (9 indoor)	7 courts (3 indoor)
Horseback riding	Yes	Access to	Yes	Yes	Yes
Health club	Yes	Yes	Yes	Yes	Yes
Sauna	Yes	No	Yes	Yes	Yes
Meal plan	European, Modified American	European, Modified American	Optional	European, Modified American	Modified American
Nearest airport	Tucson International	Kahului	Milwaukee Mitchell Field	O'Hare International	Hartsfield International
Distance/time from airport	10 mi. 25 min.	30 mi. 45 min.	37 mi. 40 min.	24 mi. 35 min.	45 mi. 1 hour

The Pointe Resort *Phoenix, AZ*	**Sea Pines Plantation** *Hilton Head Island, SC*	**Sheraton Village Hotel** *Steamboat Springs, CO*	**Waiohai Resort** *Honolulu, HI*	**Williamsburg Inn & Country Club** *Williamsburg, VA*	**Woodcliff Lake Hilton** *Woodcliff Lake, NJ*
580	700	292	434	745	350
48	16	16	10	26	23
IN SEASON 1/6–5/23 Single: $150 Double: $160 9/21–12/31 Single: $116 Double: $126 OFF SEASON 5/24–9/20 Single: $56 Double: $66	IN SEASON 4/1–10/31 Single: $99 Double: $99 OFF SEASON 11/1–3/31 Single: $48 Double: $48	IN SEASON 12/22–1/4 Single: $94 Double: $94 1/5–2/8 Single: $68 Double: $68 3/30–4/14 Single: $50 Double: $50 OFF SEASON 5/14–6/15 Single: $50 Double: $50	YEAR-ROUND Single: $100 Double: $120	IN SEASON 3/1–11/30 Single: $67–$112 Double: $67–$112 OFF SEASON 12/1–2/29 Single: $35–$46 Double: $37–$70	YEAR-ROUND Single: $85–$115 Double: $106–$136
B $ 9.70 L $12.10 D $30.25	B $ 7.30 L $ 9.75 D $19.50	B $ 7.50 L $ 9.75 D $17.50	B $10.70 L $14.30 D $33.30	B $ 7.60 L $10.25 D $23.50	B $11.00 L $15.00 D $25.00
Access to 1 18-course	3 18-hole courses	1 18-hole course	Access to 1 18-hole course	1 18-hole course 1 9-hole course	No
5 outdoor pools	5 outdoor pools	1 outdoor pool	3 outdoor pools, beach	3 outdoor pools	2 pools (1 outdoor)
8 outdoor courts	80 outdoor courts	Access to	6 outdoor courts	8 outdoor courts	2 outdoor courts
Yes	Yes	Access to	No	No	No
Yes	No	Yes	Yes	No	Yes
Yes	No	Yes	Yes	No	Yes
European, Modified or Full American	European, Modified or Full American	Modified American	European, Modified or Full American	European, Modified or Full American	European
Phoenix	Savannah, GA	Bob Adams Airport, Routt County	Lihue Airport	Norfolk International	Newark International
12 mi. 20 min.	43 mi. 60 min.	6 mi. 10 min.	14 mi. 20–25 min.	45 mi. 50 min.	22 mi. 35 min.

Source: Sales & Marketing Management survey

TABLE IV-7 **Selected airport hotels**

Facilities & Rates	**Atlanta** *Marriot Hotel*	**Boston** *Logan Airport Hilton*	**Chicago** *Sheraton International O'Hare*	**Cleveland** *Marriott Inn–Airport*	**Dallas-Fort Worth** *Amfac Hotel & Resort*	**Denver** *Clarion Hotel*	**New York** *Viscount International Hotel*	**St. Louis** *Airport Marriott*	**Seattle** *Red Lion Sea-Tac*
Sleeping rooms	642	557	458	375	1,400	588	500	602	850
Meeting rooms	21	22	27	15	67	24	12	41	27
Average group lodging rates	Single: $81 Double: $96	Single: $ 88 Double: $108	Single: $80 Double: $95	Single: $65 Double: $72	Single: $89–$109 Double: $99–$119	Single: $60–$70 Double: $70–$80	Single: $74 Double: $82	Single: $77 Double: $92	Single: $69 Double: $79
Average group meal rates	B $ 8.20 L $13.50 D $18.00	B $ 7.25 L $12.10 D $15.15	B $ 8.00 L $12.00 D $18.00	B $ 6.50 L $ 8.70 D $15.00	B $ 8.75 L $12.00 D $23.00	B $ 8.00 L $10.00 D $17.30	B $ 9.40 L $18.50 D $25.00	B $ 7.30 L $11.00 D $19.50	B $ 8.60 L $10.95 D $18.50
Distance from airport	¼ mi.	At airport	2 min.	2½ mi.	At airport	¼ mi.	At airport	At airport	½ mi.

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Detroit *Marriott Hotel*	**Houston** *Marriott Hotel*	**Kansas City** *Hilton Airport Plaza Inn*	**Los Angeles** *Hilton Towers*	**Memphis** *Airport Hilton Inn*	**Miami** *Sheraton River House*
163 12	569 27	348 40	1,284 44	381 16	408 17
Single: $65 Double: $72	Single: $88 Double: $98	Single: $59 Double: $71	Single: $75 Double: $90	Single: $58 Double: $68	Single: $73 Double: $78
B $ 7.15 L $ 8.90 D $17.85	B $ 7.60 L $10.40 D $19.50	B $ 6.60 L $10.75 D $16.75	B $ 7.00 L $12.00 D $18.00	B $ 7.90 L $ 9.75 D $15.90	B $ 7.30 L $10.90 D $13.35
At airport	At airport	At airport	¾ mi.	1 mi.	¼ mi.

Philadelphia *Airport Marriott Hotel*	**Phoenix** *Sheraton Airport Inn*
331 15	179 6
Single: $84 Double: $94	Single: $45 Double: $51
B $10.85 L $14.60 D $21.70	B $ 5.80 L $ 8.25 D $12.20
¼ mi.	At airport

San Diego *Viscount Hotel*	**San Francisco** *Airport Hilton*
208 6	540 30
Single: $67 Double: $67	Single: $100 Double: $112
B $ 6.65 L $ 9.70 D $12.40	B $ 9.70 L $18.20 D $21.88
1 mi.	At airport

Tampa *Airport Marriott*	**Washington, DC** *Sheraton Crystal City*
298 14	200 11
Single: $80 Double: $90	Single: $85 Double: $95
B $ 7.25 L $10.30 D $16.30	B $10.80 L $14.50 D $19.35
At airport	½ mi.

Source: Sales & Marketing Management survey.

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TABLE IV-8 **Selected budget motel chains**

Facilities & Rates	**Atlanta, GA** *Days Inn*	**Charlotte, NC** *Econo Lodges Of America*	**Columbus, OH** *Red Roof Inns*	**Milwaukee, WI** *Budgetel*	**Phoenix, AZ** *Best Western*
Inns in use	320	275	125	17	3,099
Total rooms	46,000	21,763	14,000	1,903	233,844
Inns being built	9	N.A.	15	5	N.A.
Inns planned	10–12	73	23	20	N.A.
Rates: Single room	$30.00	$26.95	$21.95–$31.95	$25.95	$38.40
Double room	$34.00	$30.95	$26.95–$36.95	$31.95	$48.40
3–4 persons	$38.00–$42.00	$32.95–$36.95	$30.95–$38.95	$36.95–$41.95	$51.40–$58.40
Facilities & services (available at most units)	Color TV, pool, gift shop, restaurant, gas service, meeting rooms	Color TV, meeting rooms, nonsmoking rooms, and rooms for the handicapped	Color TV with satellite stations, conference rooms, free daily newspaper and morning coffee	Color TV with satellite stations, meeting rooms, nonsmoking rooms, and rooms for the handicapped	Color TV with satellite stations, pool, access to family restaurant
Reservations	1-800-325-2525	1-800-446-6900	1-800-848-7878 In Ohio: 1-800-282-7990	1-800-428-3438	1-800-528-1234 For the hearing impaired: 1-800-528-2222

Facilities & Rates	**San Antonio, TX** *La Quinta Motor Inns*	**Santa Barbara, CA** *Motel 6*	**St. Cloud, MN** *Thrifty Scot*	**Wilton, NH** *Suisse Chalet Motor Lodge And Inns*
Inns in use	146	379	35	31
Total rooms	18,260	over 42,000	2,550	3,000
Inns being built	20	25–30	1	2
Inns planned	22	25–30	6	5
Rates: Single room	$40.00	$16.95	$25.90	$25.70
Double room	$45.00	$20.95	$32.00	$29.70
3–4 persons	$50.00	$25.95	$32.00	$32.70–$35.70
Facilities & services (available at most units)	Color TV with satellite stations, pool, laundry, restaurant, nonsmoking and handicapped rooms, free morning coffee	TV (color optional), pool, access to family restaurant	Color TV with satellite stations, free continental breakfast	Color TV with satellite stations, pool, laundry, valet, baby-sitting, auto emergency service, secretarial service
Reservations	1-800-531-5900	Make reservations with each unit directly.	1-800-228-3222	1-800-258-1980 In New Hampshire: 1-800-572-1880

N.A.—Not Available. Rates may vary by location.
Source: Sales & Marketing Management Survey.

THE GENERAL.

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Sales support and incentives

TABLE V-1 **Selected incentive travel destinations**

Destination	**Acapulco Mexico**	**Amsterdam Holland**	**Atlantic City NJ**	**Banff Canada**	**Charleston SC**	**Dublin Ireland**
Air fare:						
Low season	$374	$685	$369	$203	$359	$704
High season	same	$775	Same	Same	Same	$734
Lodging:						
Low season	$50	$75–$100	$85–$115	$72–$88	$49–$70	$95
High season	$65	$111	$100–$135	$126–$139	$98	$105
Meals:						
Modified American Plan	$18	$7 (breakfast only)	$31	$40	$32	$17
Group activity:	$24–$40 Mexican fiesta with drinks	$25 Holland night	$35 Dinner and show	$15 Wine and cheese party	$27 Oyster roast	$30 Dinner package

Destination	**Hong Kong Island Hong Kong**	**Honolulu HI**	**Las Vegas NV**	**London England**	**Maui HI**	**Miami-Fort Lauderdale FL**
Air fare:						
Low season	$1,197	$589	$429	$714	$669	$459
High season	$1,308	Same	Same	$764	Same	Same
Lodging:						
Low season	$74	$75–$120	$36–$48	$86	$155	$72
High season	$115	Same	Same	$122	Same	$89
Meals:						
Modified American Plan	N.A.	$31	$38	$28	$35	$27
Group activity:	$40 Dinner package	$40 Luau	$14 Cocktail show	$30 Dinner package	$40 Luau	$30 Dinner package

Destination	**Montreal Canada**	**Nassau Bahamas**	**Orlando FL**	**San Antonio TX**	**San Diego CA**	**San Francisco CA**
Air fare:						
Low season	$180	$385	$378	$260	$529	$529
High season	Same	$425	Same	Same	Same	Same
Lodging:						
Low season	$67	$65	$105	$85	$135	$75
High season	$72	$95	Same	Same	Same	Same
Meals:						
Modified American Plan	$19	$40	$20	$17	$30	$33
Group activity:	$30 Theme party	$35 Pool-side barbecue	$30 Dinner package	$30 Barbecue	$45 Dinner party at Sea World	$45 Dinner package

Destination	**Tampa-St. Petersburg FL**	**Tokyo Japan**	**Vail CO**	**Williamsburg VA**
Air fare:				
Low season	$378	$1,259	$265	$298
High season	Same	Same	Same	Same
Lodging:				
Low season	$85–$165	$95	$60	$55–$90
High season	$116–$195	Same	$170	$75–$110
Meals:				
Modified American Plan	$20	$40	$25	$22
Group activity:	$25 Theme party	$30 Dinner package	$15 Wine and cheese party	$25 Dinner package

All rates shown are approximate **per person** prices based on a group package tour of 40 people for a minimum stay of four nights and five days. **Air fares** are from Chicago and are discounted APEX excursion fares commonly obtainable when departing on Thursday and returning no earlier than Sunday. Note that air fares to the Orient, South America, and Europe generally call for a minimum stay of seven days. **Lodging** rates are typical per person rates based on double occupancy. Hotel rates may vary considerably depending on accommodations. **Meals** are based on the typical add-on for Modified American Plan (MAP) (breakfast and dinner). At those hotels not offering MAP, prices are based on approximate group meal rates for breakfast and dinner. **Group activity** rates are approximate and will vary depending on type of function. Generally, a theme activity includes a meal and drink idigenous to the particular region or function being held.

Unless otherwise noted, taxes and gratuities are in addition to rates shown and will generally range from 20% to 25% for most meal programs. Lodging tax is extra also. Additional domestic locations for incentive travel are listed in Section IV, tables IV-5 and IV-6.

N.A.—Not Available.
Source: McCord Travel Services.

TABLE V-2

Selected incentive cruises

Cruise Line	Length Of Cruise	Itinerary	Cost Per Person	Air Fare	Included	Not Included
American Hawaii	7 days/ 7 nights	Honolulu Hilo Kona Maui Kawaii Honolulu	$1,356	$299	Meals, entertainment, meeting space, all transfers	Port taxes, air taxes, liquor, gratuities, shore excursions
Princess Cruises	7 days/ 6 nights	Los Angeles Mazatlan, Mex. Acapulco, Mex.	$1,129 (low season) $1,192 (high season)	$100 (return from Acapulco)	Meals, entertainment, meeting space, all transfers	Liquor, gratuities, port taxes, excursions
Royal Caribbean	7 days/ 6 nights	Miami Grand Caymans Ocho Rios, Jam. Playa del Carmen, Mex. Cozumel, Mex. Miami	$1,300 (Apr.–Dec.) $1,350 (Jan.–Mar.)	Free	Meals, entertainment, meeting space, all transfers, port taxes	Liquor, gratuities
Royal Viking Lines	10 days/ 9 nights	Fort Lauderdale	$1,600	Free	Meals, entertainment, meeting space	Liquor, gratuities, excursions

Note: Packages are based on a group rate for 40 or more salespeople. Per-person costs listed are for an inside double-occupancy berth. All itineraries are subject to some change.
Source: Sales & Marketing Management survey.

TABLE V-3

Use of commission dollars by rep agencies—1984

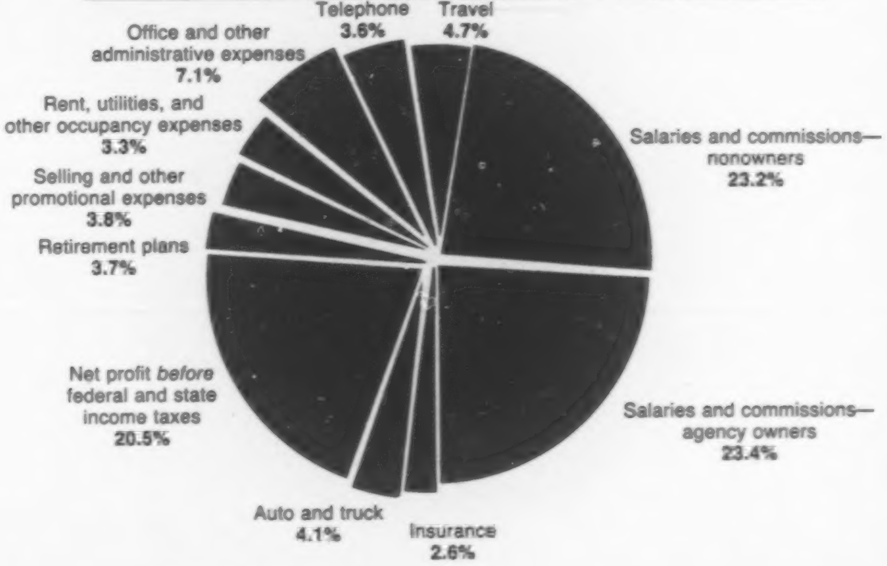

TABLE V-4

Expected increases in 1985 trade show exhibition costs

Component	Projected Increase in Costs
Space rental rates	3.4%
Personnel:	
Projectionist	3.5
Janitor	2.0
Plumber	4.8
Electrician	4.4
Carpenter	5.6
Equipment:	
Audiovisual	4.8
Furniture	5.1
Services:	
Photographer	5.0
Florist	2.1
Other:	
Design & detailing	7.2
Shop construction materials	7.4
Shop construction labor	7.9
Freight	4.9
Drayage	5.5

Note: Year-to-year changes are due to the variety and number of respondents.
Source: International Exhibitors Assn.

TABLE V-5

Audiovisual equipment purchase costs

Equipment	Purchase Price 1984	Purchase Price 1983	% Change 1983–84
Projectors			
Super 8mm sound movie	$499–$550	$499–$599	–4.4%
16mm sound movie	1,100–1,365	1,234–1,328	–3.7
35mm slide with synchronized tape deck	435–980	595–899	–5.2
Rear-screen 35mm filmstrip with self-contained synchronized tape	400–600	270–395	+50.2
Opaque	600–760	690	–1.4
Overhead transparency	200–825	257–650	+13.0
Remote-control silent filmstrip	100–350	215	+4.7
Tape recorders			
Cassette	150–427	290	–0.3
Reel-to-reel	400–1,000	400–1,000	N.C.
Video equipment			
Recorders and players			
½-inch color cassette	695–2,000	850–1,995	–5.3
¾-inch color cassette	1,695–4,590	2,150–4,500	–5.5
Cameras—color	760–6,750	800–5,000	+29.5
Receivers and monitors—color	350–1,395	450–1,560	–13.1

N.C.—No Change.
Note: These are factory-suggested retail prices for typical audiovisual equipment, without optional extras, which can be purchased at corporate as well as at branch sales offices. Significant changes in the price ranges reflect manufacturer changes in product line.
Source: Sales & Marketing Management survey.

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TABLE V-6

Audiovisual equipment rental costs

Equipment	Average Rental Rates Daily 1984	Daily 1983	Weekly 1984	Weekly 1983
Projectors				
Super 8mm sound movie	**$25**	$25	**$83**	$83
16mm sound movie	**28**	28	**91**	91
35mm slide	**23**	23	**76**	68
35mm slide with synchronized tape deck	**38**	33	**113**	98
Rear-screen 35mm filmstrip with self-contained synchronized tape	**33**	28	**110**	83
Opaque	**28**	30	**93**	98
Overhead transparency	**23**	22	**76**	73
Remote-control silent filmstrip	**19**	18	**60**	53
Tape recorders				
Cassette—stereo	**27**	30	**92**	90
Reel-to-reel—stereo	**32**	32	**107**	107
Video equipment				
Color recorders and players				
½-inch cassette	**65**	63	**315**	188
¾-inch cassette	**89**	95	**280**	285
Color player—¾-inch cassette	**63**	70	**210**	210
Large-screen receiver	**292**	325	**958**	975

Source: Sales & Marketing Management survey.

TABLE V-7

Typical trade show exhibit costs

Component	1984 Average Costs
Space rental rates/sq. ft.	$ 8.79[1]
Exhibit construction*	
Backwall/linear ft.	1,056.00[2]
Island/sq. ft.	28.00[2]
Freight/cwt.	14.76
Drayage/hr.	25.74
Personnel:	
Projectionist/hr.	22.50
Janitor/sq. ft.	0.10
Plumber/hr.	37.25
Electrician/hr.	35.39
Carpenter/hr.	26.29
Furniture rental:	
Upholstered lounge chair	24.86
Fiberglass side chair	14.49
Draped display table, 2' × 6'	37.86
Desk	53.07
Carpeting/sq. yd.	8.96

[1] Figure reflects 1983.

[2] Three-year average, 1981-83.

*Design and detailing, materials, labor, etc., for a new custom-built exhibit.

Sources: Trade Show Bureau; Exhibit Surveys, Inc., *Tradeshow Week*, Los Angeles, 213-826-5696, ©1984.

J.T. MELSON
RESUME'
ON REQUEST
H. Martin

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In 1955, the artificial heart valve was just an idea. This year, it saved my life.

For over 30 years, The American Heart Association has invested research money in ideas. Lifesaving ideas like the artificial heart valve, cardiopulmonary rescusitation and drugs to control high blood pressure. Today, these ideas save lives.

Despite this progress, one of every two American deaths is caused by diseases of the heart and blood vessels.

If today's ideas are to grow into the lifesaving techniques of tomorrow, the American Heart Association needs your support now.

American Heart Association, We're Fighting for Your Life.

American Heart Association

WE'RE FIGHTING FOR YOUR LIFE

TABLE V-8

Estimated advertising percentages in selected industries

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1983	Change In Pct. Points Of Advertising & Promotion 1982–83	Estimated Advertising & Promotion Budget As % Of Net Sales	
			1984	1985
FOOD PRODUCTS				
Food & kindred products	4.9%	+ 0.7%	5.2%	5.4%
Meat products	2.2	− 0.6	2.3	2.4
Dairy products	3.5	− 0.3	4.0	4.5
Canned foods	5.3	+ 0.5	5.6	5.8
Flour & other grain mill products	2.3	+ 0.2	2.5	2.7
Bakery products	1.8	+ 0.1	1.8	1.8
Malt beverages	7.3	+ 0.3	7.5	7.8
TOBACCO PRODUCTS				
Cigarettes	4.5	+ 0.8	4.7	5.0
Cigars	4.3	+ 1.5	4.4	4.6
TEXTILE MILL PRODUCTS				
Textile products	1.4	+ 0.4	1.5	1.5
Floor-covering mills	1.2	N.C.	1.2	1.3
APPAREL PRODUCTS				
Apparel & finished products	3.5	+ 1.0	3.7	3.9
FURNITURE & FIXTURES				
Household furniture	1.9	− 0.1	2.0	2.0
Office furniture	1.3	− 0.3	1.3	1.4
PAPER				
Paper & allied products	0.9	+ 0.2	0.8	0.8
PRINTING & PUBLISHING				
Publishing	1.6	− 0.8	1.6	1.6
Newspapers	2.3	N.C.	2.3	2.3
Periodicals	3.5	N.C.	3.4	3.3
Books	4.5	+ 0.1	4.6	4.8
CHEMICALS & ALLIED PRODUCTS				
Chemicals	1.3	+ 0.1	1.3	1.3
Industrial inorganic chemicals	9.2	+ 3.1	9.2	9.2
Plastics materials & synthetic resins	1.1	+ 0.4	1.2	1.3
Ethical drugs	8.4	+ 0.5	8.6	8.8
Soap & other detergents	7.4	+ 0.6	7.8	8.3
Paints, varnishes & lacquers	2.6	N.C.	2.7	2.9
PETROLEUM & COAL PRODUCTS				
Petroleum refining	0.2	N.C.	0.3	0.3
Paving & roofing materials	1.5	− 0.1	1.6	1.6
RUBBER & MISC. PLASTICS PRODUCTS				
Rubber products	1.5	N.C.	1.6	1.7
Misc. plastic products	1.2	− 0.1	1.2	1.3
Footwear, except rubber	3.0	+ 0.2	3.1	3.2
STONE, CLAY, & GLASS PRODUCTS				
Glass containers	1.3	− 0.6	1.2	1.2
Pottery & china	1.5	+ 1.1	1.5	1.5
FOUNDRIES				
Blast furnaces	1.8	+ 0.4	1.9	2.1
FABRICATED METALS				
Heating equipment & plumbing fixtures	2.1	− 0.2	2.1	2.1

N.C.—No Change.

Note: The accompanying table is based on the eighth annual study of advertising and promotion expenditures of major U.S. corporations, *Ad$ Forecasts*, by Schonfeld & Associates, an Evanston, IL, consulting company. The study contains 1983 historical figures, current-year forecasts of advertising budgets for more than 4,400 publicly owned companies in 210 industries. The data is compiled from 10-K reports filed with the Securities and Exchange Commission. Cautious interpretation is advised, since (1) companies may vary on their interpretation of what constitutes advertising and promotion expenditures; (2) large companies operating in several fields may be listed only in their primary industry sector; (3) figures are not reported for privately owned companies. Copies of the *Ad$ Forecasts* are available for $275 from Schonfeld & Associates, 2550 Crawford Ave., Evanston, IL 60201.

Source: Schonfeld & Associates, Inc.

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1983	Change In Pct. Points Of Advertising & Promotion 1982–83	Estimated Advertising & Promotion Budget As % Of Net Sales 1984	1985
MACHINERY & EQUIPMENT				
Farm & garden machinery & equipment	1.2%	+ 0.2%	1.2%	1.2%
Metalworking equipment	2.9	+ 0.3	3.2	3.6
Office computing & accounting machines	1.4	– 0.3	1.3	1.2
Refrigeration & service industry equipment	0.8	+ 0.5	0.7	0.7
ELECTRIC & ELECTRONIC EQUIPMENT				
Household appliances	2.5	N.C.	2.5	2.5
Radio, TV sets	3.5	– 0.2	3.7	3.8
TRANSPORTATION EQUIPMENT				
Motor vehicles & car bodies	1.6	– 0.1	1.6	1.7
Travel trailers & campers	1.6	+ 0.9	1.6	1.7
INSTRUMENTS & RELATED PRODUCTS				
Optical instruments & lens	3.9	+ 0.3	4.0	4.0
Medical instruments & appliances	1.3	+ 0.3	1.4	1.5
Photographic	3.7	N.C.	4.0	4.2
Watches & clocks	2.3	+ 0.2	2.2	2.0
MISC. MANUFACTURING INDUSTRIES				
Jewelry & precious metals	3.5	– 0.3	3.8	4.0
Musical instruments	2.5	– 0.2	2.3	2.6
Toys, games, & sporting goods	6.7	– 3.8	6.5	6.2
Pens & other writing instruments	5.5	+ 0.6	5.6	5.7
COMMUNICATIONS				
Radio-TV broadcasters	3.7	+ 0.2	3.7	3.7
WHOLESALING				
Autos & parts	4.0	+ 0.3	4.1	4.2
Sporting & recreational goods	1.1	– 0.4	1.1	1.1
Drugs	0.8	+ 0.3	0.7	0.7
Food	0.2	N.C.	0.2	0.2
RETAILING				
Lumber	2.3	– 0.4	2.3	2.3
Department stores	3.1	+ 0.1	3.2	3.2
Variety stores	2.1	– 0.1	2.1	2.1
Grocery store chains	1.3	N.C.	1.4	1.4
Automotive dealers & gas suppliers	1.4	+ 0.1	1.3	1.3
Apparel	2.4	– 0.4	2.4	2.4
Women's ready-to-wear	2.1	+ 0.3	2.0	2.0
Shoes	1.6	N.C.	1.6	1.6
Furniture	6.8	– 0.4	6.7	6.6
Household appliances	5.4	– 0.3	5.5	5.6
Restaurants & fast-food chains	3.2	+ 0.2	3.3	3.4
Mail-order houses	17.1	– 2.5	16.3	15.7
MISC. SERVICE INDUSTRIES				
Hotels & motels	2.6	+ 0.1	2.6	2.6
Personal services	5.7	– 0.5	5.8	5.9
Motion-picture production	9.5	+ 3.1	9.5	9.5
Educational services	4.7	+ 0.1	5.0	5.2

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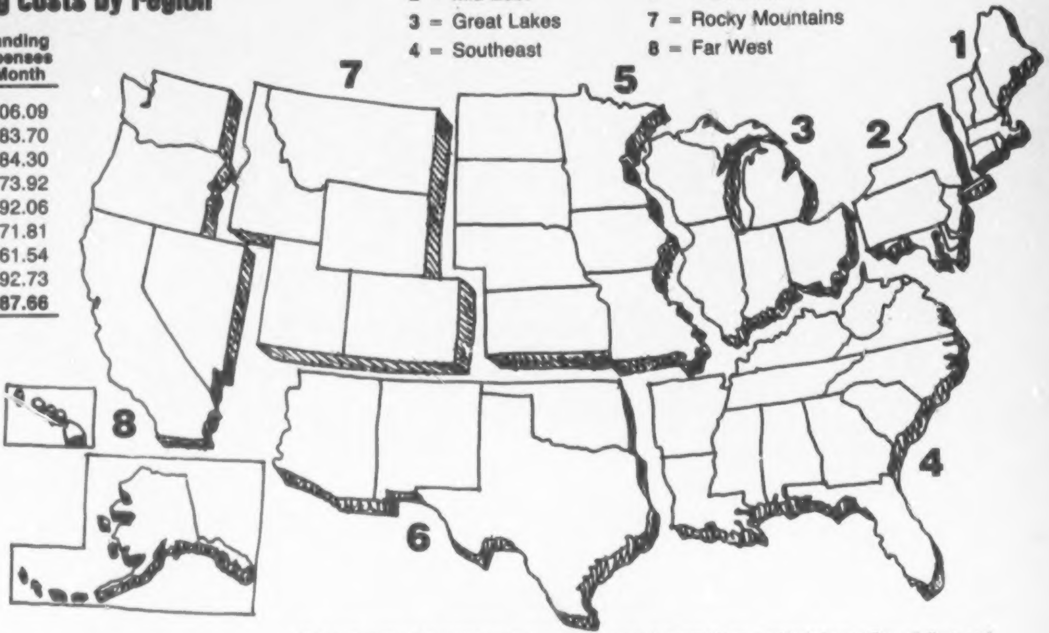
Transportation

TABLE VI-1

Fleet car operating costs by region

Region Code	Running Expenses ¢/Mile	Standing Expenses $/Month
1	7.83¢	$306.09
2	8.31	283.70
3	7.66	284.30
4	7.87	273.92
5	7.77	292.06
6	8.45	271.81
7	8.55	261.54
8	8.44	292.73
U.S.	**7.98¢**	**$287.66**

1 = New England
2 = Mid East
3 = Great Lakes
4 = Southeast
5 = Plains
6 = Southwest
7 = Rocky Mountains
8 = Far West



Notes: **Running expenses** are incurred when a car is being driven, and include gasoline, oil, tires, and maintenance. **Standing expenses** are incurred whether or not the car is used, and include such fixed costs as insurance and license fees. Data cover leased and company-owned cars.

Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research, which maintains a computerized data base on fleet car costs for its clients.

TABLE VI-2

Five-year forecast of fleet car costs

Standing Expenses	$/Month 1985 Model Year	1990 Model Year	% Increase 1985–90
Interest	$ 62.62	$ 68.26	9.01%
Depreciation	165.21	190.30	15.19
Insurance & accident	40.00	55.47	38.68
License & incidental expenses	39.52	56.42	42.77
Total	**$307.35**	**$370.45**	**20.53%**

Running Expenses	¢/Mile 1985 Model Year	1990 Model Year	% Increase 1985–90
Gasoline	5.73¢	6.03¢	5.24%
Oil	.12	.18	50.00
Maintenance	1.57	2.25	43.31
Tires	.60	.87	45.00
Total	**8.02¢**	**9.33¢**	**16.33%**

Notes: This table was constructed using information from PHH's Fleet Cost Analyzer Model. The model uses information synthesized from vehicles under PHH's Expense Control Program. The sample consists mainly of X and K body vehicles driving 2,200 miles/month with a replacement policy of 27 months in service. The Center for Analysis and Research also made assumptions on interest rates, inflation, gasoline prices, MPG, and other factors. This table represents fleet costs and not costs for an individual nameplate such as the Malibu, which will not be produced in 1990. Forecast is in constant dollars.

Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research.

TABLE VI-3

Automobile fleet purchase costs

Model	Fleet Purchase Price Eight-Cyl. 1985	 1984	 % Increase 1984–85	 Six-Cyl. 1985	 1984	 % Increase 1984–85
Chevrolet Caprice Classic, two-door sedan	$8,737	$8,295	5.3%	$8,533	$7,976	7.0%
Chevrolet Celebrity[1], four-door sedan	—	—	—	7,374	7,014	5.1
Chevrolet Impala, four-door sedan	8,419	7,986	5.4	8,215	7,667	7.1
Dodge Diplomat Salon[2], four-door	8,410	8,157	3.1	—	—	—
Ford Crown Victoria-S[2], four-door pillared	9,137	8,408	8.7	—	—	—
Oldsmobile Cutlass Supreme four-door sedan	8,928	8,533	4.6	8,596	8,214	4.7

[1] Not available in eight-cylinder model.

[2] Not available in six-cylinder model.

Note: All prices include only the equipment that the manufacturer considers standard, freight charges are not included. Fleet purchase price will vary according to deals worked out by individual buyers and sellers.

Source: Automobile Invoice Service, *New Car Cost Guide.*

TABLE VI-4 **Auto mileage reimbursement plans**

Allowance Plan	% Of Companies Consumer Products 1984	 Consumer Products 1983	 Industrial Products 1984	 Industrial Products 1983	 Other* 1984	 Other* 1983
Single rate mileage allowance						
Under 15¢ per mile	**0.9%**	3.8%	**0.5%**	1.9%	—	1.7%
15¢ per mile	**2.6**	1.3	**0.7**	0.7	—	1.1
16¢ per mile	**1.8**	1.3	—	0.7	**0.6%**	0.6
17¢ per mile	**0.9**	2.5	**0.7**	0.7	–	0.8
18¢ per mile	**3.5**	3.8	**1.5**	4.9	**2.4**	5.3
19¢ per mile	**4.3**	3.8	**4.4**	2.5	**4.1**	2.7
20¢ per mile	**57.4**	55.6	**52.5**	61.0	**56.5**	60.0
21¢ per mile	**6.1**	—	**8.6**	4.9	**7.0**	2.1
Over 21¢ per mile	**4.3**	7.6	**7.7**	5.5	**15.8**	5.0
Fixed periodic allowance	**5.2**	3.8	**8.6**	4.6	**5.3**	4.2
Graduated mileage allowance	**1.8**	3.8	**3.5**	5.2	**1.8**	5.5
Combination allowances**	**4.3**	5.1	**5.4**	1.9	**2.4**	3.8
Other	**6.9**	7.6	**5.9**	5.5	**4.1**	7.2
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

*Includes services, financial institutions, transportation, utilities, etc.
**Typically include allowance per mile plus allowances per week or month.
Note: Some yearly differences reflect changes in companies reporting data.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE VI-5 **Annual operating costs manual vs. automatic transmission**

Make/Model	Transmission	Average Annual Costs Operating	 Ownership	 Total	Cost Comparison
Ford/Tempo	Automatic	$1,520	$2,659	$4,179	
	Manual	1,440	2,582	4,022	$157
Plymouth/Reliant	Automatic	1,240	2,677	3,917	
	Manual	1,150	2,587	3,737	180
AMC/Encore S	Automatic	1,380	2,460	3,840	
	Manual	1,150	2,335	3,485	355
Chevrolet/Cavalier	Automatic	1,150	2,390	3,540	
	Manual	1,100	2,312	3,412	128

Notes: Except for the transmission distinction, all cars are similarly equipped, including PS, PB, AC, tinted glass, AM radio. Ownership expenses include licensing, depreciation based on a vehicle retention cycle of 3 years/60,000 miles, financing, taxes and insurance. Operating expenses include oil, maintenance, tires, and fuel. Costs vary among geographic locations so these average figures should be used only as a guide.

TABLE VI-6 **Annual operating costs for selected 1985 model cars**

Make/Model	Cyl./Engine	Drive-train	Variable	Fixed	Total
Subcompact					
Chevrolet/Chevette	4/1.6 Liter	RWD	$1,430	$2,428	$3,858
Ford/Escort L	4/1.6 Liter	FWD	1,430	2,549	3,979
Compact					
Ford/Mustang L	4/2.3 Liter	RWD	1,610	2,875	4,485
Plymouth/Reliant	4/2.2 Liter	FWD	1,530	2,725	4,255
Intermediate					
Ford/LTD	4/2.3 Liter	RWD	1,650	2,929	4,579
Oldsmobile/Ciera LS	4/2.5 Liter	FWD	1,600	2,924	4,524
Mercury/Marquis	4/2.3 Liter	RWD	1,650	3,014	4,664
Dodge/600	4/2.2 Liter	FWD	1,610	2,973	4,583
Sports Specialty Cars					
Chevrolet/Camaro	4/2.5 Liter	RWD	1,730	3,208	4,938
Chrysler/Laser	4/2.2 Liter	FWD	1,490	3,215	4,705
Luxury					
Lincoln/Continental	8/5.0 Liter	RWD	2,230	5,726	7,956
Cadillac/Eldorado	8/4.1 Liter	FWD	2,130	5,704	7,834

Notes: All costs based on 3 years/60,000 miles of ownership. All cars similarly equipped, including AT, PS, PB, AC, tinted glass, AM radio, wheel covers, body side moldings, and remote left mirror. Variable expenses include gasoline, oil, maintenance, and tires. Fixed expenses include licensing, depreciation, financing, taxes, and insurance ($100 deductible for comprehensive, $100/300/50M for property damage and personal liability, plus $250 deductible for collision).

TABLE V1-7
Breakdown of fleet car operating costs

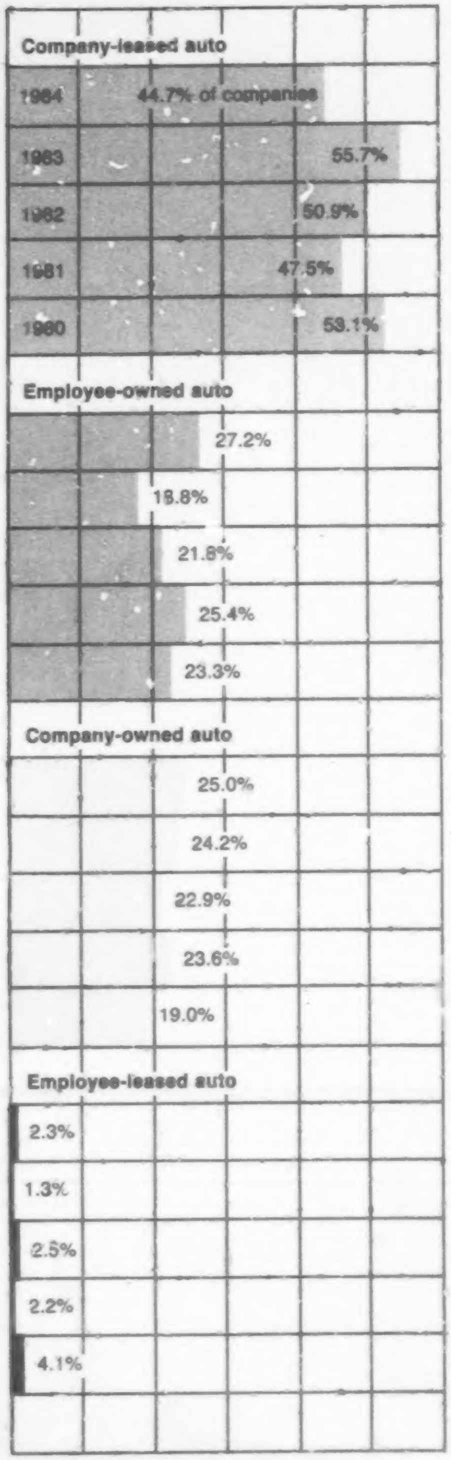
Running Expenses	1984 ¢/Mile	% Change 1983–84
Gasoline	5.88¢	– 5.8%
Oil	.10	– 9.1
Maintenance & repairs	1.54	+ 6.2
Tire & tire repairs	.46	– 11.5
Total	**7.98¢**	**– 4.1%**

Standing Expenses	1984 $/Month	% Change 1983–84
Interest	$64.67	– 3.9%
Provision for depreciation	182.50	+ 5.9
Depreciation adjustment	(14.30)	– 20.6
Accident & theft loss	14.33	+ 9.1
License & taxes	13.99	+ 7.2
Insurance	25.02	– 0.7
Other	1.54	N.C.
Total	**$287.66**	**+ 6.3%**

Notes: "Other" includes warranty recovery, accident, and theft expense recovery. Data cover both leased and company-owned cars of all sizes.

Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research.

TABLE VI-8 Sources of autos used by salespeople



Note: Change in category groupings from year to year make comparisons imprecise. Details may add up to more than 100 due to rounding.

Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE VI-9 Operating costs by car size in standard city

Car Costs	1985 Subcompact 4-Cyl. 2.0-Liter Engine	1985 Compact 4-Cyl. 2.5-Liter Engine	1985 Intermediate 6-Cyl. 2.8-Liter Engine	1985 Full-Sized 6-Cyl. 4.3-Liter Engine	1985 Luxury 8-Cyl. 4.1-Liter Engine
Running expenses (cents per mile[1])	6.45¢	7.05¢	8.25¢	9.10¢	9.25¢
Standing expenses (dollars per month[2])	$215.92	$234.25	$252.58	$277.00	$404.42
Total annual costs[3]	$3.881	$4,221	$4,681	$5,144	$6,703

[1] Includes fuel (blend of full- and self-service no-lead gasoline), oil, maintenance, and tires.

[2] Includes business insurance, license/registration, taxes, depreciation, and finance expense.

[3] Based on a replacement cycle of 3 years/60,000 miles, and an even city/highway driving mix. All costs as of January 1985.

Source: Runzheimer International.

TABLE VI-10 Fuel cost and consumption by car size

Fuel Cost and Consumption	1985 Subcompact 4-Cyl. 2.0-Liter Engine	1985 Compact 4-Cyl. 2.5-Liter Engine	1985 Intermediate 6-Cyl. 2.8-Liter Engine	1985 Full-Sized 6-Cyl. 4.3 Liter Engine	1985 Luxury 8-Cyl. 4.1 Liter Engine
Expected miles per gal.[1]	27.5	24.5	20.5	18.5	18.5
Prevailing gasoline price[2]	126.1¢	126.1¢	126.1¢	126.1¢	126.1¢
Fuel consumption (gal. @ 20M annual business miles)	727 gal.	816 gal.	976 gal.	1,081 gal.	1,081 gal.
Annual fuel cost @ 20M annual business miles	$917	$1,029	$1,230	$1,363	$1,363

[1] Based on an even mix of city and highway driving.

[2] U.S. national average blend price for full- and self-service regular no-lead gasoline as of January 1985.

Source: Runzheimer International.

TABLE VI-11 Air fares for the 25 most travelled routes

Rank	From	To	Range Of One-Way Coach Fares 1984	Range Of One-Way Coach Fares 1983	% Change Coach Fare[1] 1983–84
1.	Boston	New York	$ 60–$129	$ 57–$129	+ 1.6%
2.	New York	Washington, DC	75–125	29–144	+15.6
3.	Los Angeles	New York	175–420	195–433	− 5.3
4.	Los Angeles	San Francisco	35–142	35–153	− 5.9
5.	Chicago	New York	200–268	119–248	+27.5
6.	Dallas	Houston	35–121	40–116	N.C.
7.	New York	San Francisco	195–479	275–442	− 6.0
8.	New York	Pittsburgh	143	59–142	+42.3
9.	Buffalo	New York	135–145	59–117	+59.0
10.	New York	Norfolk	45–118	94–163	−36.6
11.	Detroit	New York	70–223	139–221	−18.6
12.	Atlanta	New York	275	204–255	+19.8
13.	Houston	New York	120–340	264–330	−22.6
14.	Dallas	New York	79–344	235–324	−24.3
15.	Chicago	Minneapolis	50–155	119–163	−27.3
16.	Columbus	New York	119–201	59–201	+23.1
17.	Los Angeles	Phoenix	50–148	55–125	+ 9.1
18.	Chicago	Los Angeles	155–403	179–383	− 0.7
19.	Boston	Washington, DC	105–179	99–170	+ 5.6
20.	Dallas	San Antonio	62–125	40–120	+16.9
21.	New York	Syracuse	89–113	59–92	+33.8
22.	Chicago	Washington, DC	185–228	155–228	+ 7.8
23.	Cleveland	New York	105–183	139–175	− 8.3
24.	Chicago	Detroit	104–173	100–153	+ 9.5
25.	Chicago	San Francisco	165–410	355–388	−22.6
	25-trip average		**$113–$224**	**$127–$217**	**− 2.0%**

N.C.—No Change.

[1] The percent change in coach fares is based on the midpoint of the range [illegible] each year.

Note: Round-trip fare is double the one-way fare. Fares are for typical daytime business travel and do not reflect night or other special rates. Fare shown represents the range of one-way fares by all the airlines flying direct between the cities mentioned. All fares are rounded to the nearest dollar.

Sources: Civil Aeronautics Board, *Passenger Origin and Destination Survey*; McCord Travel Services.

TABLE VI-12

Average cost of moving between selected cities

TABLE VI-12
Average cost of moving between selected cities

FROM \ TO	ATLANTA	BOSTON	CHICAGO	COLUMBUS, OH	DENVER	DETROIT	HOUSTON	LOS ANGELES	MEMPHIS	MIAMI	NEW YORK	PHILADELPHIA	PHOENIX	ST. LOUIS	SAN FRANCISCO	SEATTLE	WASHINGTON, DC
ATLANTA		2836	2340	1984	3356	2316	2404	4784	1796	2172	2640	2436	4036	2004	5168	5260	2168
BOSTON	2836		2840	2344	4368	2512	4064	5684	3260	3524	1868	1856	5248	2960	5748	5644	1908
CHICAGO	2416	2840		2012	2812	2076	3000	4764	2304	3444	2736	2604	4088	2048	4880	4724	2440
COLUMBUS, OH	1984	2344	1860		3080	1700	2908	4884	2028	2948	2120	1980	4212	1832	5080	4968	1800
DENVER	3356	4368	2812	3080		3160	2760	2840	2800	4524	4172	3940	2380	2528	3120	3208	3796
DETROIT	2316	2512	1920	1700	3160		3248	5032	2360	3364	2436	2316	4396	2044	5104	4992	2036
HOUSTON	2404	4064	3000	2908	2760	3248		3668	2000	3000	3824	3604	2908	2428	4252	4844	3372
LOS ANGELES	4784	5684	4764	4884	2840	5032	3668		4132	5360	5620	5480	1976	4240		3028	5352
MEMPHIS	1796	3260	2304	2028	2800	2360	2000	4132		2692	3040	2812	3464	1772	4700	4952	2492
MIAMI	2172	3484	3404	2908	4524	3324	3000	5360	2692		3328	3120	4872	3048	5636	5840	2800
NEW YORK	2640	2016	2736	2272	4172	2436	3824	5620	3040	3368		1880	5200	2836	5728	5640	2008
PHILADELPHIA	2468	2012	2572	2152	3940	2188	3604	5480	2812	3160	1740		5048	2648	5628	5540	1816
PHOENIX	4036	5248	4088	4212	2380	4396	2908	1812	3464	4872	5200	5048		3532	2332	3464	1912
ST. LOUIS	2004	2960	1892	1832	2528	2044	2428	4240	1772	3048	2836	2648	3532		4708	4708	2468
SAN FRANCISCO	5168	5748	4880	5080	3120	5104	4252		4700	5636	5728	5628	2364	4708		2496	5520
SEATTLE	5260	5644	4724	4968	3208	4992	4844	3028	4952	5840	5640	5540	3464	4708	2496		5360
WASHINGTON, DC	2168	1908	2412	1800	3796	2036	3372	5352	2492	2800	1860	1672	4912	2468	5520	5360	

Note: Charges stated in dollars, based on average move of 8,000 lbs. Excludes packing and other charges, which may vary within the areas indicated, depending upon origin of move. It should be noted that because moving rates are calculated from the city of origin, costs between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices have been reported. Fuel costs included in transportation rates.

Source: Sales & Marketing management survey.

TABLE VI-13
Standard and economy car-rental rates

City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
Northeast		
Albany	$45.35	$48.00
Boston	63.00	66.00
Bridgeport-Stamford-Norwalk-Danbury	55.50	39.00
Buffalo	56.00	33.00
Harrisburg	59.35	45.00
Hartford	50.65	48.00
Jersey City	N.A.	N.A.
Long Branch	N.A.	N.A.
Nassau-Suffolk	N.A.	N.A.
Newark	58.00	57.00
New Bedford	N.A.	N.A.
New Brunswick	N.A.	N.A.
New Haven	45.00/18¢[1]	40.00
New York	61.65	53.00
Philadelphia	53.35	54.00
Pittsburgh	56.35	48.00
Providence	55.65	52.00
Rochester	56.35	44.00
Springfield, MA	52.35	48.00
Syracuse	48.35	37.00
Worcester	57.35	68.00
Average	**$54.64/N.A.P.**	**$48.75**

City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
Midwest		
Akron	$52.35	$47.00
Canton	N.A.	N.A.
Chicago	52.65	41.00
Cincinnati	47.35	48.00
Cleveland	61.65	51.00
Columbus	54.65	42.00
Dayton	50.35	48.00
Des Moines	45.35	37.00/16¢
Detroit	52.00	50.00
Grand Rapids	N.A.	N.A.
Indianapolis	63.00	49.00
Kansas City, MO	49.35	45.00
Milwaukee	51.35	41.00
Minneapolis-St. Paul	49.00	44.00/20¢
Omaha	51.65	51.00
St. Louis	52.00	47.00
Springfield, IL	49.35	N.A.
Toledo	51.00	49.00
Witchita	48.00	27.00/19¢
Average	**$51.80**	**$44.80/N.A.P.**

[1] Denotes city in which Avis does not include unlimited mileage.

[2] Denotes city in which National does not include unlimited mileage.

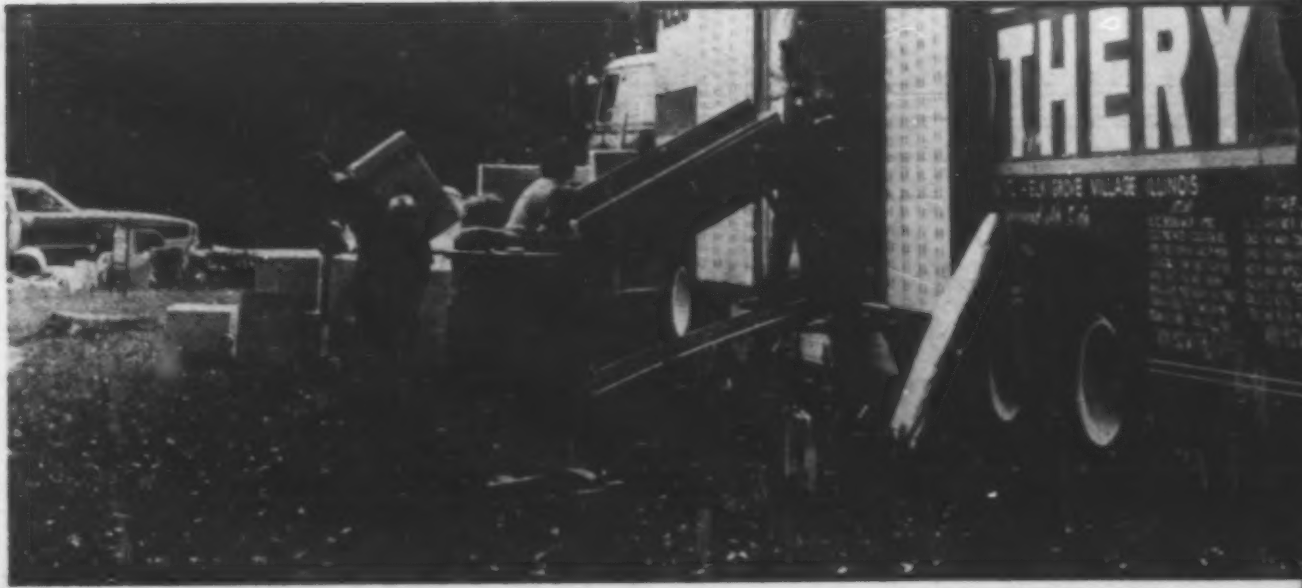
N.A.P.—Not Applicable (due to varying rate structures).

N.A.—Not Available.

Notes: Average standard and economy rates are obtained from a Runzheimer survey of auto-rental costs. Cities for which rates were not available are denoted with N.A. No Canadian rates are available. Rates are applicable to a basic sedan such as a Fairmont or Citation, and do not include gasoline. Rates shown here are the commonly used nondiscountable "dry rates" (no gas). When comparing regional average standard and economy rates, allowance must be made for the fact that the charges include free mileage from 100 miles to unlimited.

Hertz rates include unlimited mileage and National and Avis rates include unlimited mileage except as noted above. Where applicable, excess mileage rates are shown.

Source: Sales & Marketing Management survey, Runzheimer survey.



City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
South		
Atlanta	$45.35	$43.00
Austin	45.00	44.00
Baltimore	54.35	52.00
Birmingham	46.00	40.00
Charlotte	53.65	45.00
Dallas	48.65	45.00
Fort Worth-Arlington	N.A.	N.A.
Fort Lauderdale	N.A.	N.A.
Greensboro	N.A.	N.A.
Houston	51.35	47.00
Jacksonville	44.35	43.00
Little Rock	45.35/29¢^{1}	40.00/29¢
Louisville	51.00	48.00
Memphis	44.35	41.00
Miami	42.60	40.00
Nashville	52.00	50.00
New Orleans	55.35	45.00
Norfolk	44.35	47.00
Oklahoma City	47.00	45.00
Orlando	41.00	33.00
San Antonio	41.65	40.00
Tampa	42.00	37.00
Tulsa	N.A.	N.A.
Washington DC	53.35	52.00
Wilmington	57.65	54.00
West Palm Beach	N.A.	N.A.
Average	**$47.90/N.A.P.**	**$44.33/N.A.P.**

City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
West		
Albuquerque	$40.65	$39.00
Anaheim	N.A.	N.A.
Boulder	N.A.	N.A.
Denver	51.35/38¢^{2}	48.00
Fresno	55.35	51.00
Honolulu	33.65	35.00
Las Vegas	49.65	36.00
Los Angeles	50.00	47.00
Oakland	N.A.	N.A.
Oxnard	N.A.	N.A.
Phoenix	40.00/32¢^{2}	39.00
Portland	49.35	47.00
Riverside	N.A.	N.A.
Sacramento	50.35	46.00
Salt Lake City	49.35	48.00
San Diego	48.00	48.00
San Francisco	47.35	40.00
San Jose	44.00	40.00
Seattle	47.35	43.00
Tucson	39.35	29.00
Average	**$46.40/N.A.P.**	**$42.40**

TABLE VI-14

Average cost of 15 frequently made moves

Rank	From	To	1984 Cost	% Increase 1983–84
1.	New York	Miami	$3,368	10.0%
2.	New York	Los Angeles	5,620	10.8
3.	Chicago	Los Angeles	4,764	10.4
4.	New York	Chicago	2,736	9.6
5.	Chicago	New York	2,736	9.6
6.	New York	San Francisco	5,728	10.0
7.	Los Angeles	New York	5,620	10.8
8.	New York	Washington, DC	2,008	10.0
9.	Chicago	San Francisco	4,880	9.5
10.	New York	Houston	3,824	10.0
11.	Los Angeles	Chicago	4,764	10.4
12.	Los Angeles	Seattle	3,028	11.0
13.	Los Angeles	Houston	3,668	11.0
14.	San Francisco	New York	5,728	10.0
15.	Washington, DC	New York	1,860	10.0
	Average of 15 moves		**$4,022**	**10.2%**

Note: Based on average move of 8,000 lbs. Excludes packing charges, which may vary within the areas indicated, depending upon origin of move. Moves between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices have been reported.
Source: Sales & Marketing Management survey.